OAK RIDGE OPERATIONS

WORK FORCE

RESTRUCTURING PLAN

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Department of Energy
Oak Ridge Operations Office
Oak Ridge, Tennessee

CONTENTS

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ACRONYMS

AACC	Adjustment Assistance Coordinating Council
AAPP	Academic Assessment Placement Program
ACR	air conditioning/refrigeration
ALARA	as low as reasonably achievable
ANSI	American National Standards Institute
ASME	American Society of Mechanical Engineers
ATI	Administrative Technology Institute
ATLC	Atomic Trades and Labor Council
AWS	American Welding Society
CAD/CAM	Computer-Aided Design/Computer-Aided Manufacturing
CCE	Centers for Continuing Education
CCEC	Community College Environmental Consortium
CNC	Computer Numerically Controlled
COBRA	Consolidated Omnibus Budget Reconciliation Act
CRADA	Cooperative Research and Development Agreements
CTF	Central Training Facility
DP	Defense Programs
DoD	Department of Defense
DOE	Department of Energy
EDWAAA	Economic Dislocation and Worker Adjustment Assistance Act
EM	Environmental Restoration/Waste Management
Energy Systems	Martin Marietta Energy Systems, Inc.
EnRi	Environmental Retraining and Internship Program
ERI	Environmental Restoration Internship
ERWM	Environmental Restoration Waste Management
ET 2000	East Tennessee 2000 Economic Development Plan
ETEC	East Tennessee Economic Council
GED	General Equivalency Diploma
GMAW	Gas Metal Arc Welding
GTAW	Gas Tungsten Arc Welding
GPS	Global Systems
HAZWOPER	Hazardous Waste Operations and Emergency Response
HAZWRAP	Hazardous Waste Remedial Actions Program
IGUA	International Guard Unions of America
JOBBS	Job Opportunity Bulletin Board System
JTPA	Job Training Partnership Act
KBTC	Knoxville Building and Construction Trade Council
MK-F	MK-Ferguson of Oak Ridge Company
NEMA	National Environmental Management Academy
NIEHS	National Institute of Environmental Health Services

OCAW	Oil, Chemical, and Atomic Workers
Oak Ridge Complex	ORNL, K-25 Site, and Y-12 Plant
OPAC	Office Proficiency and Assessment and Certifications
ORAU	Oak Ridge Associated Universities
ORCMT	Oak Ridge Centers for Manufacturing Technology
OREETA	Oak Ridge Environmental Education and Training Alliance
ORMSC	Oak Ridge Manufacturing Skills Campus
ORO	Oak Ridge Operations
ORNL	Oak Ridge National Laboratory
ORISE	Oak Ridge Institute of Science and Education
ORWMA	Oak Ridge Waste Management Association
OSHA	Occupational Safety and Health Administration
PETE	Partnership for Environmental Technology Education
PIDAS	Perimeter Intrusion Detection and Assessment System
POST	Peace Officers Standards Training
PSTCC	Pellissippi State Technical Community College
R-AEC	Roane Anderson Economic Council
RAI	Restructuring Associates, Inc.
RCRA	Resource Conservation and Recovery Act
RSCC	Roane State Community College
SBA	Small Business Administration
SCORE	Senior Corps of Retired Executives
SRIP	Special Retirement Incentive Program
SSC	Superconducting Super Collider
SMAW	Shielded Metal Arc Welding
SPC	Statistical Process Control
TSD	Transportation Safeguards Division
TVA	Tennessee Valley Authority
UPGWA	United Plant Guard Workers of America
UTK	University of Tennessee-Knoxville
WFR	Work Force Restructuring
WFRP	Work Force Restructuring Plan
WFO	Work for Others

EXECUTIVE SUMMARY

This Department of Energy (DOE) Oak Ridge Operations (ORO) 1994 Work Force Restructuring Plan describes a strategy for restructuring the work force at the Oak Ridge Reservation necessitated by continued reductions in the nation's defense requirements, shifts in programmatic emphasis, and improved management and contracting efficiencies. The Plan is responsive to Section 3161 of the National Defense Authorization Act, and it provides for restructuring efforts to mitigate the impact on affected workers and to stimulate regional economic development.

Approximately 1400 positions were eliminated in FY 1994 at the three DOE facilities [the Oak Ridge Y-12 Plant, the K-25 Site, and the Oak Ridge National Laboratory (ORNL)] located in Oak Ridge, Tennessee, operated by Martin Marietta Energy Systems, Inc., under a contract with the U.S. Department of Energy. A combination of economic development initiatives and work force restructuring activities are being implemented to minimize the impact on affected workers, their families, and the local community. Provisions are made for outplacement assistance, special retirement incentives, retraining programs, relocation assistance, continuing educational assistance to involuntarily displaced workers, and displaced worker health benefits. Training programs target all affected payrolls.

The cost of implementing the 1994 work force restructuring at DOE's Oak Ridge facilities is anticipated to be $34.94M through FY 1997. This will include funding for supplemental training, relocation, outplacement, a portion of retirement incentives, separation costs, community assistance, and displaced worker health benefits. The supplemental training portion is estimated at $5.9M.

This Plan has been provided to local and national stakeholders. A public meeting has been held in an effort to maintain a direct communications link between ORO and the community. Comments on the Plan and the response to each are contained in Appendix L, Stakeholder Input.

The Plan will be updated as new information becomes available and as missions, programs, and the availability of funding changes for the Oak Ridge Reservation.

1. INTRODUCTION

The National Defense Authorization Act of 1993, Section 3161, requires the DOE to develop and deliver to Congress a plan for restructuring the work force for a defense nuclear facility whenever such a change is necessitated by reduced National defense requirements. Staff reductions in 1994 at DOE Oak Ridge facilities managed by Martin Marietta Energy Systems, Inc. (Energy Systems), are the result not only of changing missions of the DOE in the post-Cold War era and the corresponding decline in the Defense Programs budget, but also result from other shifts in programmatic emphasis, and the management and operating contractor's efforts to effect cost savings in Environmental Management Programs through management and contracting efficiencies.

This Plan describes restructuring efforts at the Oak Ridge facilities to meet future DOE missions while addressing the needs of the local community. It also describes the consultation process that ORO has implemented to ensure area stakeholders have an opportunity to participate in the work force restructuring planning, including the development of this Plan.

The East Tennessee Economic Council (ETEC), which serves as the Community Reuse Organization for Oak Ridge, will be involved in several aspects of the 1994 Work Force Restructuring efforts. First, ETEC will coordinate comments and suggestions from regional stakeholders regarding the restructuring plans. Second, it will identify as many job openings as possible in the East Tennessee region, and provide this information to the placement office at Energy Systems. Third, ETEC has developed a comprehensive Small Business Development Program, which includes training for potential and new entrepreneurs, a revolving loan fund to help new business, and a network of business incubator facilities. This program will be made available to displaced workers to help them evaluate the prospects of entering into business for themselves.

The DOE Oak Ridge Complex (ORNL, the K-25 Site, and the Y-12 Plant) is a large and diverse multidisciplinary enterprise that spans the technology development continuum from purely basic science to full-scale production deployment capability. These three facilities have been developed over the past 50 years and provide a formidable DOE resource to develop and deploy basic and applied research and production technologies in assisting American industry. The missions of the Oak Ridge facilities have changed to reflect the nation's needs and global events.

Employment at these facilities plays a significant role in the economic stability of the East Tennessee region. Approximately 16,000 Oak Ridge Energy Systems employees reside in twenty surrounding counties. In addition to the current downsizing, the Oak Ridge facilities have experienced five other reductions in force since March 1990. These reductions resulted in approximately 1720 people leaving the payroll either through a voluntarily reduction in force or layoff.

In February 1994, DOE anticipated that approximately 2300 positions would be reduced at its Oak Ridge facilities based on preliminary FY 1995 budget projections. This original personnel reduction number consisted of an 1800 person impact in Defense Programs and a 500 person impact to ERWM Programs. Later, an impact of 35 persons from Research Programs was added. The ERWM impact number was driven primarily by the management and operating contractor efforts to effect cost

savings in Environmental Management Programs through management and contracting efficiencies, while the Research Programs reduction was based on shifts in programmatic emphasis. These two program reductions have remained relatively unchanged since the original announcements. However, personnel reductions for Defense Programs, which resulted from program budget cuts, have changed from the estimated 1800 person reduction to a projected 510 person reduction and the reasons for this change are described below.

The primary mission of the K-25 Site is to serve as the center of operations for the Environmental Restoration and Waste Management Programs in Oak Ridge, Tennessee; Paducah, Kentucky; and Portsmouth, Ohio. The mission includes environmental restoration, waste management, technology development and demonstration, education and training, and technology transfer. The Site also is home of the DOE's Center for Waste Management and Center for Environmental Management. Funding levels for these programs are expected to remain flat in FY 1995; however, Environmental Restoration and Waste Management is currently in the process of restructuring its business to improve productivity and to move more work into the cleanup phase, which involves outside contractors and the private sector. A total of approximately 500 positions will be impacted through these program changes. Support for the Environmental Restoration and Waste Management Programs is provided at all three Oak Ridge Sites. The Environmental Restoration and Waste Management impacts on each facility were anticipated to be 325 at the K-25 Site (including 100 in Energy Systems' Corporate and Central Services), 50 at the Y-12 Plant, and 125 at the Oak Ridge National Laboratory.

ORNL is a multiprogram research facility whose primary mission is to perform research and development in support of nonweapons roles of DOE. Core competencies at ORNL include energy production and end-use technologies; advanced materials synthesis, processing, and characterization; biological and environmental science and technology; and neutron-based science and technology. Institutional competencies include development and operation of National user facilities; well-established interfaces with universities, industry, and other Federal laboratories; and working relationships with other Oak Ridge sites (K-25 and Y-12). Underpinning the core competencies are four technical foundations: (1) physical, chemical, and materials sciences, (2) biological, environmental, and social sciences, (3) engineering sciences, and (4) computational sciences and informatics; and one organizational foundation: collaborative activities. A shift in the DOE programmatic emphasis at ORNL from basic research to major projects is expected to continue in FY 1995. Projects expected to continue with flat to declining funding profiles are Nuclear Energy, Basic Energy Sciences, Biological and Environmental Research, and Fusion Energy. Areas of projected growth include Energy Efficiency and Renewable Energy and the Fusion Energy International Thermonuclear Experimental Reactor; however, this growth is expected to be reflected in increased outsourcing efforts. Reductions at ORNL were initially projected to be approximately 160 positions; however, current conditions will require a reduction of only 35 Energy Research (ER)-funded jobs (in addition to the 125 ERWM jobs impacted at ORNL, as described in the preceding paragraph).

The Y-12 Plant's missions have changed with the easing of international tensions and the resulting conclusion of Y-12's weapon component production mission. The FY 1995 missions for the Y-12 Plant include operating the National repository for special nuclear materials and processing these materials to a safe and economical form for storage. The 1800 person reduction at Y-12 was based on an anticipated budget of $462M for the Y-12 Plant and associated support services. The $462M

consisted of $295M for Stockpile Support (SS) and $167M of a variety of other funding sources. The current reduction number is based on a projected FY 1995 of $585M ($326.7M for SS and $258.3M of other funding). To understand the change in projected personnel reductions from the early 1800 over the period from February to September 1994, it is important to understand the changes that occurred in the budget and the related impact on missions.

Following the original February estimate of 1800, contractor management cancelled authorized hiring requisitions for 195 positions, which were to have been filled in FY 1994, reducing the 1995 impact to 1605. During the same timeframe, DOE increased SS funding from $295M to $300M. This adjustment allowed the retention of 95 persons, primarily to support Defense Nuclear Facility Safety Board initiatives, bringing the reduction impact down to 1510. On April 29, 1994, Secretary of Energy Hazel O'Leary authorized $20M in Economic Development funding to support the Y-12 Manufacturing Skills Campus (MSC) and the Oak Ridge Centers for Manufacturing Technology (ORCMT). These funds will be used to support core technologies and infrastructure which will be leveraged to procure other Technology Transfer and Work for Others funding. Approximately 200 persons were retained for this purpose. This adjusted the Y-12 reduction impact number to 1310.

An additional $26.7M in SS funding was approved, increasing the SS budget to $326.7M, which enabled the retention of approximately 300 persons. As a result, the number of impacted DP jobs was reduced to about 1000 at that point. Energy Systems also implemented cost saving and efficiency measures to reduce the cost of planned procurement which allowed the retention of other critical skills necessary to support essential work. The net effect of these efforts was retention of additional positions, reducing the Y-12 impact to a maximum of 865.

On May 12, 1994, ORO officially announced to workers and the community that a reduction of up to 1400 positions would be necessary by September 30, 1994 (see Appendix A). Table 1-1 below summarizes the announced reductions by program (funding source), and location (at the three principal facilities operated by Energy Systems in Oak Ridge):

Table 1-1. Projected Energy Systems Reduction

PROGRAM	Y-12	K-25	ORNL	TOTAL
Defense Programs	865*			865
ERWM Programs	50	325**	125	500
Research Programs			35	35
TOTAL	915*	325**	160	1,400

*Includes an estimated 65–70 Energy Systems' Corporate and Central Services positions which support DP/Y-12.

**Includes an estimated 100 Energy Systems' Corporate and Central Services positions which support ERWM/K-25.

Subsequent to the May 12, 1994 announcement, other potential funding being pursued to leverage the ORCMT/MSC and increased SS funding may be realized over the next year. If it is, there may be other staffing impacts which will be evaluated and resolved at that time.

One of the key elements of the FY 1994 Work Force Restructuring Plan is a new early retirement program to encourage volunteers in achieving required reductions. This program, called the Special Retirement Incentive Program (SRIP), includes a lump sum payment (paid for by Work Force Restructuring and/or program funds), and a pension benefit enhancement (paid from surplus funds in the Energy Systems Pension Plan).

The cost of SRIP lump sum payments attributable to the Oak Ridge downsizing is shown in Table 5.1 (see Section 5, "Budget Estimates"). A total of 1,382 Energy Systems employees responded to the early retirement program by the close of the early retirement application period in early July.

On July 29, 1994, it was necessary to issue involuntary reduction in force notices to 101 employees to correct shortfalls in specific skill mix areas targeted for reduction. A list of the impacted positions covered by the May 12 announcement and the list of actual layoff notices issued on July 29, by site, is provided in Appendix E, Energy Systems Impacted Positions.

DOE has assessed the possible impacts on its other Oak Ridge contractors. MK-Ferguson of Oak Ridge Company (MK-F), the ORO construction management contractor, currently employs about 330 full time salaried employees, 500 to 550 direct-hire craft employees, and about 350 subcontractor employees at its operations primarily in Oak Ridge, Tennessee, but also at other assigned sites.

Estimates in early 1993, which stated that the projected $60M work load for MK-F in FY 1993 would remain relatively flat for FY 1994, were based on the expectation that increases in the environmental restoration/waste management (EM) work load would offset decreases in Defense Programs (DP) construction activity.

The actual work load in FY 1993 rose to $82M. In July 1993, DOE exercised its options for MK-F to undertake construction management of the EM programs at the Gaseous Diffusion Plants at Paducah, Kentucky, and Portsmouth, Ohio, and also directed MK-F to implement and staff its own health physics program. In January 1994, DOE tasked MK-F to support restoration activities at the Superconducting Super Collider (SSC) site in Ellis County, Texas. These events gave rise to increased staff levels over the past year, both in Oak Ridge and at the other locations.

By the end of FY 1993, the work load projection for FY 1994 was $146M, and that projection has remained firm throughout FY 1994. The increased work results partly from growth in the EM programs and a slower-than-anticipated reduction in construction activity for DP. The SSC work load (about $3M of the overall work load) is offset by a slow start in the Paducah EM program. Best available information projects the total MK-F FY 1995 work load at about the same level as FY 1994. However, since the construction industry is characterized by intermittent employment of individuals as well as contractors, it is recognized that individual construction workers may be affected by the work force restructuring at ORO, even while the overall level of employment among MK-F and its subcontractors may remain constant or increase. If such construction employees are identified and they meet the criteria of an "intermittent worker" described in the Department's 1994 Revised Work Force Restructuring Guidelines, they will be given hiring preference for other DOE-funded employment. In addition, efforts will be made to provide appropriate retraining and other transition assistance, within available funds at the time, to help reduce the impact on them, consistent with the intent of Section 3161 of the Defense Authorization Act.

Based on the above, no direct impacts on either MK-F or its subcontractors in the Oak Ridge area are anticipated as a result of work force restructuring and the planned employment reductions by Energy Systems at its Oak Ridge facilities.

DOE will continue to assess potential employment impacts on other subcontractor and prime support service contractors in the Oak Ridge area. Appropriate action will be considered if such impacts are identified.

This Plan describes various approaches to be taken to minimize the impact of involuntary reductions in force on affected workers and the local community resulting from defense budget cuts, shifts in programmatic emphasis, and improved efficiency and placement of work with outside contractors. These approaches include the following:

1. consult and coordinate with the community and area stakeholders to ensure that all avenues of available assistance to affected workers are explored;

2. develop and implement economic development strategies in coordination and cooperation with the community to provide assistance to impacted workers and help stimulate the regional economy through diversification and transfer of DOE facility technology to the private sector;

3. replace critical skills lost within Energy Systems due to employees leaving the payroll under the special retirement incentive program by retraining impacted employees to perform the required work;

4. transfer internally impacted, qualified employees to job openings within Energy Systems where the employee can perform the work required with minimal retraining or orientation;

5. offer a special retirement incentive program to all Energy Systems' employees eligible to retire in order to minimize the number of involuntary separations;

6. retrain impacted employees to enhance their job opportunities external to Energy Systems;

7. provide continuing educational assistance for involuntarily displaced workers to facilitate the transition from defense-related programs to alternative private sector opportunities;

8. offer relocation assistance for displaced employees to minimize the impact of layoffs and increase accessibility to external opportunities;

9. provide outplacement assistance for all affected employees to maximize job placement external to Energy Systems; and

10. offer health benefits for displaced workers.

2. COMMUNITY AND STAKEHOLDER INVOLVEMENT

As a result of changing missions and reduced funding, jobs are being lost in the areas of energy research and defense programs; job reductions will also occur in environmental restoration/waste management areas as a result of management initiatives to accomplish work more efficiently. In an effort to minimize the adverse impacts of employment reductions on the workers and the surrounding communities, DOE has identified stakeholders, including prime contractors and subcontractors, state and local governments, chambers of commerce, community leaders, union representatives, educators, citizen groups, and business and commercial leaders.

Following the general announcement of the need for a restructuring of the work force on May 12, 1994, the Manager of ORO sent a letter to approximately 80 stakeholders on May 23, 1994, asking for their participation in the work force restructuring process (see Appendices B and C). The East Tennessee Economic Council (ETEC), formerly the Roane-Anderson Economic Council, has agreed to continue its lead role as coordinator on behalf of community stakeholders to work with DOE and others in developing this plan.

As an ongoing communications and consulting team, the ORO-led Adjustment Assistance Coordinating Council provides the initial interaction with local governments and community organizations to address concerns and issues, and provide updates on the work force restructuring process. The council consists of representatives from DOE; Energy Systems; Atomic Trades and Labor Council; Oil, Chemical, and Atomic Workers Union; International Guards Union of America; United Plant Guard Workers of America; and other stakeholders.

The objective of ORO's consultation process has been to ensure that area and community stakeholders have had an active role in developing this plan.

To facilitate the ETEC in carrying out its role of supporting the Work Force Restructuring process, on April 20, 1994, ORO added $300,000 to the DOE grant awarded to ETEC last year. This money represented an extension and continuation of the work force restructuring assistance activities ETEC performed last year under an initial $150,000 grant. ETEC has also strengthened its role this year by working with area governments and economic development groups to develop economic development proposals that will assist impacted workers and communities in the East Tennessee regions.

ETEC activities have included:

- Coordinated development of an *East Tennessee 2000 Economic Development Plan* (ET 2000), a written proposal to diversify the local economy and stimulate economic development. ORO submitted the draft ET 2000 to DOE Headquarters on February 24, 1994 (see Section 3 for details of ET 2000).

- Identified short- and long-term local economic plans based on regional needs analyses and surveys.

- Performed analysis of workers' skills in relation to existing assistance programs and the development of new programs to promote employment opportunities following needed training/retraining. Every effort is being made to match training/retraining programs to occupations and careers where actual jobs are anticipated.

- Worked with Energy Systems, industrial organizations and educational institutions to assist in the transfer of technology to the private sector.

- Supported ORO and Energy Systems in effectively planning the use of the funding received from DOE for the Manufacturing Skills Campus and ORCMT at the Y-12 Plant and other Oak Ridge facilities (see Section 3 for more details on these activities). ETEC worked specifically on developing marketing plans for the Manufacturing Skills Campus/ORCMT with the objective of assisting them in becoming self-sufficient after work force restructuring funding is no longer available.

- Participated in an area stakeholder meeting June 28, 1994.

- Co-sponsored a Jobs Fair for impacted area employees on April 27, 1994.

- Sponsored a Technopolis Session partnering with DOE on February 16, 1994.

ETEC will also evaluate and if determined feasible assist in developing additional innovative approaches to helping displaced workers (e.g., providing financial assistance to displaced workers while they complete a higher education degree; and providing an on-the-job training subsidy to employers who agree to hire displaced workers for permanent jobs).

Additional efforts are being made to consult with area stakeholders to pursue all identifiable sources of potential assistance for affected employees. These include the Tennessee Department of Labor and the U.S. Department of Labor Job Training Partnership Act programs to assist affected individuals when they are identified and certified as dislocated workers. These services include funding for tuition, books, and limited relocation assistance.

Another community initiative endorsed by the Adjustment Assistance Coordinating Council (AACC) was a proposal to the Department of Defense (DoD) for training Environmental Technicians. This proposal was submitted by Roane State Community College in collaboration with Oak Ridge Associated Universities, Tennessee State University, and other members of the East Tennessee region. This community-based proposal will administer scholarships and provide training and education to displaced defense workers; this proposal fits cohesively with the objectives of Section 1361 because it is designed to retrain impacted employees for work in ERWM activities, and is based on partnerships with the community and with a historical black university. The AACC and ORO recognize and endorse this effort as support to the DOE Work Force Restructuring efforts.

The first draft of the ORO Work Force Restructuring Plan, dated June 13, 1994, was sent to local area stakeholders for review and comment. Input was received during June and July 1994, and revisions were made which resulted in the final draft Work Force Restructuring Plan dated August 1994. A record of all suggestions was kept, and the basis for not including all comments in the final

draft was maintained and documented (see Appendix L). Copies of Plan drafts were also placed in the DOE/ORO Public Reading Room, located in Room 112 of the Turnpike Building, 55 Jefferson Circle, Oak Ridge, Tennessee.

In a further effort to communicate the objectives of the Work Force Restructuring process to surrounding communities, three ORO and Energy Systems officials participated in a one-hour radio call-in program on Knoxville Public Radio Station WUOT on May 20, 1994.

The ORO draft plans were made available to both union representatives of affected workers, and throughout the facilities to enable nonrepresented employees the opportunity to review and comment. For example, announcements requesting comments on the Work Force Restructuring Plan were placed on the computer-based communication system (identified as "Inside Y," "Inside X," and "Inside K" systems at each site) available internally to Oak Ridge area Energy Systems employees. Plans were delivered to all organization managers at all three affected plant sites (Y-12 Plant, K-25 Site, and ORNL) and copies were placed in each Site Technical Library.

A local area stakeholders meeting was held on June 28, 1994, in Oak Ridge at the American Museum of Science and Energy. A panel consisting of Energy Systems, DOE, and ETEC representatives responded to stakeholder questions and comments.

3. ECONOMIC DEVELOPMENT INITIATIVES

3.1 INTRODUCTION

East Tennessee is fortunate to have a wealth of research, technical, and scientific resources that can be tapped to stimulate economic growth. In Oak Ridge, three major DOE facilities (the Oak Ridge National Laboratory, the K-25 Site, and the Oak Ridge Y-12 Plant) have made significant scientific contributions to defense-related activities for decades. The University of Tennessee, Knoxville, is a major land-grant university with tremendous research facilities and expertise. The Tennessee Valley Authority, the Tennessee Board of Regents' technical community colleges, universities, and vocational schools, and others have played a major role in providing a trained work force and building a strong regional economy. Because of this diversity spread across the region, there have been efforts to bring these resources to bear on economic development issues for a number of years. The importance of these resources and efforts has been recognized on a national basis, evidenced by the fact that the Oak Ridge Centers for Manufacturing Technology (ORCMT) were partners in six successful Technology Reinvestment Projects which were awarded in late 1993.

The successful team efforts of the East Tennessee stakeholders during the FY 1993 work force restructuring efforts, helped to make the Oak Ridge Work Force Restructuring Plan a model for transitioning from traditional defense missions to improving the competitiveness of American industry. In support of these efforts, DOE previously funded two initiatives which have helped accelerate this transition. The East Tennessee Economic Council (formerly Roane/Anderson Economic Council) was awarded a planning grant of $150,000 in FY 1993 (to which $300,000 was added in FY 1994) for conducting needs analyses, providing small business assistance programs, and analyzing needs for raising private sector awareness of Oak Ridge technological capabilities. The Manufacturing Skills Campus and other retraining programs received approximately $10M under the 1993 Work Force Restructuring Plan and started October 1993 to establish training programs to provide needed manufacturing skills training to the Oak Ridge work force and to private industry. DOE also provided $1.5M for the TECHNOLOGY 2020 telecommunications center, which was matched by more than $3M from the private sector. This Work Force Restructuring Plan builds on and expands those 1993 initiatives.

While addressing the short-term defense conversion mission to minimize the regional impact of reductions in the country's national security mission, several economic development initiatives were also developed to strengthen the foundation supporting DOE's industrial competitiveness mission. These efforts led to the *East Tennessee 2000 Economic Development Plan* (ET 2000).

3.2 EAST TENNESSEE 2000 ECONOMIC DEVELOPMENT PLAN

The primary intent of ET 2000 during early planning in late CY 1993 and early 1994 was to respond to the anticipated additional personnel reductions as early as possible in ways which would leverage past DOE investments to mitigate the impact and stimulate regional economic development. The basic ET 2000 strategies are to capitalize on core enabling technologies available in the Oak Ridge

DOE facilities for both industrial competitiveness and national security, to grow technology-based companies, and to simultaneously leverage the considerable assets of skilled people and facilities in Oak Ridge and in strong regional academic institutions to stimulate economic growth.

The ET 2000 approach, submitted to the DOE Worker and Community Transition Task Force on February 24, 1994, consists of two major efforts: the Oak Ridge Centers for Manufacturing Technology/Manufacturing Skills Campus described in Section 3.3 and major Regional Initiatives described in Section 3.4. A total of $38M in FY 1995 funding was requested for the Centers. Funding proposed for the Regional Initiatives totalled $7.5M for FY 1994 and FY 1995. Secretary O'Leary in her visit to Oak Ridge on April 29, 1994, announced that $20M in Economic Development funds would be allocated by the Department to fund the ORCMT, with $10M specified for the Manufacturing Skills Campus and $10M to go to the other Centers for Manufacturing Technology. In June 1994, Oak Ridge received the $20M in economic development funds to support the MSC and ORCMT. In addition, on June 24, 1994, DOE Headquarters approved $2.85M to fund some of the Regional Initiatives contained in the ET 2000 Plan.

3.3 CENTERS FOR MANUFACTURING TECHNOLOGY/MANUFACTURING SKILLS CAMPUS

Funding of $20M received in the FY 1994 Financial Plan will result in retention of approximately 200 jobs at the Y-12 Plant in FY 1995, and an anticipated additional 600 spin-off jobs in the southeast region. This funding enables 8 to 12 of the Centers for Manufacturing Technology to continue to provide private sector assistance. A large percentage of the jobs saved are electrical and mechanical crafts and facility support services personnel. A large number of the retained craft workers can perform in dual roles as trainers in the Manufacturing Skills Campus as well as in direct support of Work For Others and Technology Transfer projects. The value of a highly skilled work force to the success of economic development cannot be underestimated, and this maximizes capabilities of the ORCMT to provide private sector impact. The remaining jobs will be in the technical, managerial, and administrative support of training as well as direct support of Technology Transfer initiatives through work on Cooperative Research and Development Agreements (CRADAs) and private sector assistance. Engineers, technicians, and support personnel such as engineering assistants, schedulers, and coordinators will be necessary to support these efforts.

3.3.1 Oak Ridge Centers for Manufacturing Technology

ORCMT is a key member of the DOE's national effort to achieve new levels of American economic and national security by enhancing industrial competitiveness. The mission of the Centers is to be a customer-driven, nationally recognized industrial resource for manufacturing technology and to serve as a catalyst for applied research, demonstration, fabrication, design, development, prototyping, and education. The Centers will provide special or unique products and services and teach others how to perform and apply these activities.

The Centers were established to specifically address the changing missions of DOE. Today, more than 20 centers, organized under 7 dual-use core technologies, offer significant scientific and technical resources to assist U.S. industry while concurrently implementing the Defense Programs (DP)

mission. The Centers provide private industry with access to state-of-the-art facilities, equipment, technologies, and highly skilled workers. Technical assistance provided to more than 600 small businesses has resulted in estimated private-sector benefits of greater than $50M based on customer surveys. Fifty-five percent of the survey respondents reported achieving fiscal benefits such as reduced production costs, increased sales, and cost avoidances.

The Centers have capabilities in a wide range of manufacturing technologies and manufacturing support technologies as well as supporting some industry-specific technologies such as the National Machine Tool Partnership. FY 1995 Economic Development funds will allow the Centers to focus on highest priority technologies based on ongoing private industry needs assessment.

3.3.2 Oak Ridge Manufacturing Skills Campus

The Manufacturing Skills Campus, one of the Centers for Manufacturing Technology, is an onsite retraining program designed to achieve the dual mission to retrain workers to maintain national security core competencies while transferring skills to private sector customers. The Skills Campus is a DOE model for integrating work force restructuring requirements and economic development objectives. It fills manufacturing education gaps by complementing existing educational programs of regional vocational schools, community colleges, and universities.

The Skills Campus offers specialized craft skills training in the areas of precision machining, electronics, industrial maintenance, and metrology. Instructors are skilled craftworkers who have transitioned from their former production jobs to develop and deliver the training courses. These instructors average over twenty years' experience. Hands-on courses are taught with state-of-the-art facilities and equipment made available through the Centers for Manufacturing Technology. These courses are currently being taught to both Y-12 workers and to customers from private industry.

Partnerships are being established with educational institutions in the region to improve manufacturing education across the spectrum, from grade school through adult education. The Mobile Manufacturing Learning Center, with high technology equipment, was built by Oak Ridge personnel to serve high school students in Tennessee. More than 1200 high school students have been trained in the Mobile Manufacturing Learning Center as it makes its journey across the state. Additionally, a tool and die maker training program has been developed in partnership with Jacksboro State Area Vocation School. The latest effort is a model school-to-work transition program currently being developed by a consortium that includes the Skills Campus, 15 local industries, labor, 5 local vocational schools, and 2 community colleges.

Economic Development funding will enable the Skills Campus to continue its mission by accelerating hands-on training provided at Y-12 Skills Campus facilities, provide more on-site on-the-job training, more assistance to meet needs of private companies, and expand capabilities to share manufacturing technology information through electronic media. Please note that the Skills Campus funding is separate from the retraining funds requested in Sect. 4.4. Funding does not duplicate or repeat any of the costs requested in Sect. 4.4.

3.4 REGIONAL INITIATIVES

The Regional Initiatives of ET 2000 include: the Oak Ridge Center for Advanced Technology, a New Business Development Initiative, a 40/75 Regional Industrial Center sponsored by the East Tennessee Economic Council, and the East Tennessee Technopolis sponsored by Tennessee's Resource Valley. These initiatives (described in the following paragraphs) are aimed at growing new enterprise, adapting and expanding existing enterprise, and attracting new firms and investment to minimize the negative impact of downsizing on the regional economy. They also serve as an outreach mechanism to identify and bring private-sector needs into the Oak Ridge Centers for Manufacturing Technology and the other DOE facilities in Oak Ridge. The Regional Initiatives would rely upon TECHNOLOGY 2020, a major source of telecommunications technology and the primary information gateway for ET 2000 and the DOE Oak Ridge facilities.

The $2.85M funding approved by DOE on June 24 includes $2M for New Business Development (see Section 3.4.2); $750,000 for East Tennessee Technopolis (see Section 3.4.4); and $100,000 for two feasibility studies. The feasibility studies will analyze the proposed 40/75 Regional Industrial Center (see Section 3.4.3) and a proposed Oak Ridge Technology, Trade, and Exhibition Center. The Industrial Center study will assess the potential market demand for industrial land in the surrounding area. It will identify specific industry groups that are suited both to the site and the community. The Exhibition Center study will assess the broader assets and liabilities relative to accessing regional and national markets for industrial and trade shows, exhibitions, conferences, and professional technical training programs.

3.4.1 Center for Advanced Technology

The Center for Advanced Technology helps accelerate defense conversion by providing a critical interface between potential private-sector customers and the existing technology transfer efforts and resources at DOE's Oak Ridge facilities. The Center would serve Oak Ridge in meeting its immediate need to retain existing jobs, skills, and capabilities in the region by expanding the private-sector customer base for the ORCMT. The Center's ultimate economic development goal would be to attract new technology-oriented businesses, jobs, and private investment in the region. In the near term, creation of the Center for Advanced Technology can play a major role in significantly increasing private-sector industrial market demand for technical assistance at the Oak Ridge designated user facilities, thus directly contributing to saving jobs. In the longer term, an effective marketing strategy focused on those technologies in Oak Ridge can stimulate new public-private alliances which can in turn create substantial private sector growth and new, high technology jobs.

3.4.2 New Business Development

The proposed new business development initiative is designed to strengthen and expand the existing technology transfer and small business development efforts and incubation programs in the Oak Ridge area into an aggressive effort to create technology-oriented businesses that will provide jobs to replace those being lost. It provides a key link in the chain between technology research and development and the deployment of new technology in new and expanding small- and medium-sized enterprises. This may be achieved by providing needed facilities, by strengthening technical assistance capabilities,

and by providing the necessary institutional structure and resources to effectively market, package, fund, and administer financial assistance programs for technology-oriented small- and medium-sized enterprises. The major components include a business incubator, a management/technical assistance program, and financing assistance including a revolving loan fund. Priority for participating in this program will be given to workers impacted by the Oak Ridge work force reductions.

3.4.3 40/75 Regional Industrial Center

As results are obtained from the efforts of the regional initiatives and ORCMT, the region must have the physical capacity to accommodate the new businesses and jobs that will be created from these programs. The 40/75 Regional Industrial Center would provide a physical location for new businesses and jobs which will be created from the Centers for Manufacturing Technology and Regional Initiatives. This industrial center would support medium to large industrial clients which have strong potential to create an enhanced tax base for the surrounding areas and private-sector jobs to replace those lost through defense program reductions in the region.

3.4.4 East Tennessee Technopolis

The technopolis concept provides a means to organize and focus both public and private energy and resources on the strengths of the region to maximize economic benefit. The concept is built upon the examples of successful regional endeavors like Silicon Valley in the 1960s, Route 128 in Boston, and, more recently, Austin, Texas. The outcome of this initiative will be the establishment of an ongoing process of institutional evolution among the region's government laboratories and public and private organizations, focusing on the development of a market-driven innovation economy reaching out from the region to the global economy. East Tennessee Technopolis efforts will lay the foundation for regional economic growth which will lessen the impact of defense program reductions.

3.5 SUMMARY

As downsizing of DOE facilities continues, the economic development initiatives in the Oak Ridge community have produced significant results in minimizing the short-term effects of work force reductions due to decline in DOE funding levels in Oak Ridge. They bring a crucial element for success to work force restructuring by providing a proactive, long-term approach for promoting regional economic growth and reduced dependency on federal spending. Based on the Economic Development funding approved to date and the initiatives described above, it is expected that there will be a significant synergistic effect between them and the work force restructuring process.

4. WORK FORCE RESTRUCTURING INITIATIVES

This comprehensive plan has been developed to mitigate the impact of a reduction in force on the workers and the local community. Primary considerations include:

- retaining essential personnel (discussed in Section 4.1);
- transferring employees to other Energy Systems positions or DOE facilities (discussed in Section 4.2);
- minimizing layoffs with early retirement incentives (discussed in Section 4.3);
- retraining for internal and external employment (discussed in Section 4.4);
- providing laid off employees with continuing educational assistance (discussed in Section 4.5);
- providing relocation and outplacement assistance (discussed in Sections 4.6 and 4.7); and
- providing dislocated worker health benefits when no other benefits are available (discussed in Section 4.8).

Throughout these efforts, we have attempted to work closely with all stakeholders to develop a smooth, effective transition.

4.1 RETAINING ESSENTIAL PERSONNEL

The Oak Ridge Reservation must retain personnel with certain essential skills if it is to maintain the current and future anticipated missions of the K-25 Site, ORNL, and the Y-12 Plant. To ensure the retention of these skills, Energy Systems managers have identified the positions affected by defense program funding reductions and shifts in programmatic emphases and assessed the skills and personnel requirements that are essential to fulfilling future missions.

A reduction in force selection process has been implemented to aid in determining which salaried employees are affected by the reduction. The process provides a mechanism for considering the retention of employees with critical skills. Appendix H, Salaried Reduction in Force Selection Process, describes this process. Reduction in force of hourly, union represented employees will be in accordance with existing collective bargaining agreements.

Within some job classifications, a number of bargaining unit workers with specialty skills needed for future missions will be among the affected employees because of low seniority ranking. Additionally, attrition due to early retirement incentives will result in the loss of essential skills. These shortages of skilled workers will require retraining of the retained work force.

The Energy Systems Director of Work Force Diversity will closely review reduction plans and will monitor the resulting activities to ensure that protected groups of employees are not disproportionately adversely affected. The Plan will also be reviewed and approved by the Energy Systems Vice President of Human Resources.

4.2 INTERNAL PLACEMENT

In an effort to fill as many Energy Systems job openings as possible with current employees, two changes in normal staffing systems have been implemented. First, a job will be posted through the company's internal job bid systems for salaried employees only after it has been determined that there are no qualified candidates among the affected workers available for consideration. Second, a hiring freeze has been implemented while looking for opportunities to replace workers within the company by other displaced workers. Outside hiring will proceed only after it is determined that the position cannot reasonably be filled by an internal candidate.

To help in the effort to place impacted employees, a computer data base has been developed and implemented to track internal job opportunities and placement activities. Resumes of impacted employees are entered into the data base to assist in finding matches with existing job vacancies. Resumes of impacted employees matching the requirements of a vacancy are mailed electronically to the hiring manager.

Every effort will be made to fill available positions in Oak Ridge with qualified individuals whose current jobs may be in jeopardy.

4.3 SPECIAL RETIREMENT INCENTIVE PROGRAM

This is the first time a Special Retirement Incentive Program has been offered (i.e., under this 1994 Work Force Restructuring Plan). An early retirement incentive was not used during previous work force reductions because the Martin Marietta Energy Systems Voluntary Reduction in Force (VRIF) Program was used effectively to encourage employees to leave the payroll voluntarily. Because there were reductions in three of the last four years, it was determined that a VRIF Program would attract few, if any, employees this year. The special retirement incentive was therefore included this year.

To minimize the number of involuntary separations, a Special Retirement Incentive Program for Energy Systems was approved by DOE and was offered as an incentive for eligible employees who elect early retirement. Eligible employees included any Energy Systems employees who were, by July 8, 1994, either at least age 50 with at least 10 years' company service credit or age 65 with any amount of company service credit. The window for application for the program was May 23 through July 8, 1994.

Benefits under the program included:

1. Enhancement to the Pension Formula

   a. For employees eligible for an unreduced pension benefit (those age 65, age 62 with at least 10 years service or with age and service equal to 85) the program adds 6 years to their company service for the purpose of calculating the benefit under the Retirement Plan.

   b. For employees eligible for a reduced pension benefit (those at least age 50 with at least 10 years service), the program adds up to 3 years of age and 3 years of service in equal amounts for purpose of calculating the benefit under the Retirement Plan. Once the additional years make the employee eligible for an unreduced pension benefit, any remaining age credits will be converted to service credits.

2. Lump Sum Cash Incentive

   Employees terminating under the program will receive a lump sum payment that is the greater of one month's pay for each 10 years of service or $10,000.

Employees eligible to participate in the program received a letter at their homes explaining the program and providing instructions on how to apply. Over 140 Retirement Information Sessions were held to explain the program. Over 3,000 employees attended these meetings. A Central Retirement Center has been established to expedite retirement and termination services during this period. (See Appendix D for a more detailed description of the Special Retirement Incentive Program.)

A total of 1,382 employees have elected to participate in the program. The projected cost over the lives of the early retirees and surviving spouses has been estimated by the Energy Systems actuary to be $59M, and it will be paid from the Energy Systems pension plan fund (no work force restructuring funding is being requested for these benefits). The cost of the lump sum cash incentive is estimated at $26.6M, which includes approximately $5M to pay for prior year accrued vacation. The cost of the lump sum incentives shown in Section 5, "Budget Estimates," is being funded by a combination of non-3161 program dollars and work force restructuring funds.

DOE will direct the contractor to assure it does not pay people to leave under the SRIP and subsequently reemploy them through subcontracted or other direct arrangements to perform essentially the same tasks they did as Energy Systems employees, especially if it is onsite where the individual worked before retiring. It will be necessary to monitor this area to avoid inappropriate "revolving door" activity.

4.4 RETRAINING PROGRAMS

Retraining of workers to support new Energy Systems' missions and to replace lost essential skills due to downsizing will be conducted. Retraining programs are being developed to fill open positions within Energy Systems and other DOE facilities. In addition, retraining opportunities to prepare involuntarily displaced workers for external employment are also being planned. The retraining efforts

are based on matching training programs to occupations and careers where actual jobs are anticipated. Because of the successful training effort experienced last year, a similar approach has been used this year and is described in Sections 4.4.1 through 4.4.3.

Funding requirements to implement the retraining programs described in this section are identified in Section 5, "Budget Estimates." For each training program, only those costs associated with defense downsizing were included in the amount requested from Work Force Restructuring funds. These costs were based on an estimated allocation between defense program and non-defense program impacts. Please note that FY 1995 funds available to the Skills Campus do not include any of the training for which work force restructuring funds are requested. Section 3, Economic Development, details Skills Campus funding usage. The target population served by the Skills Campus, Section 3.3, is different from those described in Section 4.4, Retraining Programs.

Manufacturing Skills Campus courses are focused to train retained workers and regional industry workers in precision machining skills and in those electrical and maintenance skills which directly support the manufacturing process:

production operations (machining, metalforming, and associated support operations);

machine maintenance (concentrating directly on the upgrade, repair, and maintenance of metalforming and metalworking equipment);

electronics and electrical instrumentation (as necessary to repair and maintain the types of equipment listed above); and

quality inspection (to support the skills required to operate upgraded precision measuring systems such as coordinate measuring machines).

Skills Campus courses achieve the dual mission to maintain the production operations skills necessary to maintain Defense Programs advanced manufacturing core competencies while transferring applied manufacturing and maintenance technologies to regional industry to support DOE's industrial competitiveness mission.

The courses being developed by Skills Campus trainers in FY 1994–95 were selected based upon matching internal and private industry needs. They are general skills enhancement courses. They do not teach workers to work with specific equipment or systems. The internal needs are primarily focused upon improving the basic skills of machinists, electricians, and maintenance workers who, due to work force restructuring, have transferred from the highly specialized defense programs production shops into the work for others programs. These programs require a higher level of individual worker knowledge and flexibility to program, operate, and maintain CNC equipment in the work for others shops. The same needs exist in regional companies for these general skills enhancement courses, and feedback from both internal and private industry customers indicates that this level of skill enhancement was very much needed. The machinists, electricians, and maintenance workers selected to be trained as trainers in the Skills Campus were chosen based upon the production machining/production maintenance skills impacted which could jeopardize Defense Programs capabilities in these targeted areas identified from the needs analysis.

The types of electronics, maintenance, and inspection training identified in the 1994 WFR Plan do not fall within the Skills Campus dual mission. Their purpose is to train Y-12 workers to perform specific jobs which are left vacant due to skilled employees leaving the payroll under the Special Retirement Incentive Program, and they are focused on qualifying workers to perform in enriched uranium areas. Skills Campus trainers do not have the specific subject matter knowledge to develop such training. This type of training is the responsibility of the internal training organizations at Y-12.

Advanced Electronics Training requested in the 1994 WFR Plan would provide specific training to a small group of electricians who must maintain the Y-12 radiation monitors, PIDAS and Transportation Security Division security systems, and the VAX computer systems which serve the Y-12 Plant.

There are no electricians at Y-12, including the Skills Campus trainers, who are qualified to develop or deliver such specific training. The 1994 plan indicates that the training will have to be developed by equipment-specific vendors. The Y-12 workers who would perform the on-the-job training portion of this training are the electricians who are already assigned to maintain these specific systems. They are not Skills Campus trainers.

Mechanical Maintenance Training requested in the 1994 WFR Plan would certify workers to meet specific requirements related to Y-12 jobs.

Air Conditioning/Refrigeration courses are advanced courses which Y-12 ACR mechanics must have to meet 1990 Clean Air Act requirements. The Skills Campus ACR mechanic trainer does not have the subject matter expertise to develop such courses and would be part of the target audience who needs these courses.

Steam Systems/Hydraulics/Cross Connections courses are needed to qualify enriched uranium workers. In these areas, maintenance workers must be trained to a detailed level on the specific pumps, valves, regulators, and compressors used in the enriched uranium operations. None of the Skills Campus trainers are qualified to work on this equipment, and none have the subject matter expertise to teach others. Vendors for the specific equipment must develop the courses.

Welding Inspector Training would prepare workers to meet internal certification requirements within Energy Systems. No Skills Campus trainers have the subject matter expertise to develop this training.

A Skills Enhancement Program, administered by Energy Systems Center for Continuing Education, with Sylvan Learning Systems, is being offered to all employees. Those employees entering retraining programs will be encouraged to undergo a skills inventory assessment, the Test of Adult Basic Education. The results of this inventory would assist employees in determining the level of remedial education they may require prior to entering retraining programs or accepting alternate employment.

The current programs identified for retraining the retained work force include High-Voltage Electrical, Advanced Electronics, Mechanical Maintenance, Apprentice Programs, Chemical

Operator/Nuclear Facility Supervisor, and Fissionable Material Handler. Other retraining programs may become necessary once the final employee skill mix is determined.

The current retraining efforts identified for external job opportunities include Environmental Retraining and Internship Program, Police Officer Certification, National Electrical Code Examination, and Small Business Seminar. An area needs analysis is in progress and may indicate the need for additional retraining.

The June 13, 1994, Draft of this Plan included two other retraining programs: Health Physics Technician and Industrial Technician. Because of new funding and the higher than projected number of employees applying for the Special Retirement Incentive program, these programs were determined to be no longer necessary.

4.4.1 Needs Analysis

An internal needs assessment has been performed within Energy Systems to assess the skills and personnel requirements that are essential to fulfilling future missions. In addition, an area needs analysis has been conducted to determine current and projected openings and to identify high potential employment fields within a 150-mile radius of Oak Ridge.

Data showing employment levels and forecasts have been gathered from the Tennessee Department of Labor's Department of Employment Security. Manufacturing business directories have been acquired for Tennessee. These data allow matching of current work force jobs with the Standard Industrial Classifications where these jobs occur. Career Center staff members are contacting industries to identify job openings. Questionnaires and phone surveys will be used to identify both manufacturing and non-manufacturing job openings in the region. The Career Center will help affected workers apply for identified opportunities (see Section 4.7).

The Career Center contacted 488 employers, 42 chambers of commerce, 15 technical schools or community colleges, and 3 private industry councils. Job openings are being received on a daily basis. The job outlook and placement rates of the educational institutions were also examined. This information will assist educational counselors in the Career Center to direct employees to those training programs with a 90% or higher placement rate.

Results from the needs analysis include the following:

- recommended retraining programs for impacted employees to replace essential skills within Energy Systems;
- a list of job openings (in both manufacturing and non-manufacturing occupations) by company, standard industrial classifications, and worker qualifications needed to fill specific jobs;
- a list of high-potential career paths or job openings with consideration toward professional workers and retrainable semiskilled or unskilled workers; and

- recommended retraining programs to qualify affected workers for placement in targeted industries.

Based on results of the needs analysis, retraining programs have been identified and are described in the following paragraphs. Curriculums for each program can be found in Appendix K.

4.4.2 Retained Work Force Training

4.4.2.1 High-Voltage Electrical Training

Purpose

High-voltage qualified workers will once again be heavily impacted by the FY 1995 operating budget. Occupational Safety and Health Administration (OSHA) rules and Energy Systems procedures require that high-voltage workers meet strict training guidelines. This training ensures that the restructured work force will be able to safely and effectively operate and maintain high-voltage electrical distribution systems.

Scope

Selected candidates from the restructured Energy Systems work force would be trained in the specialized high-voltage skills which must be retained at a minimal level, but which have been lost because of high-voltage skilled employees leaving the payroll under the Special Retirement Incentive Program. It is projected that approximately 30 employees will receive this training.

General Information

This training will consist of both classroom and on-the-job training. Because of the nature of high-voltage work, a high percent of the training will have to be on the job or in a high-voltage training lab. Three high-voltage trained hourly workers and one high-voltage trained engineer will be selected from the high-voltage crew to ensure that training delivered to selected electricians will rebuild the high-voltage work force and maintain continuity. Classroom and on-the-job training will be provided by these high-voltage workers and its contractors selected for specific topics.

Curriculum

See Appendix K.

4.4.2.2 Advanced Electronics Training

Purpose

To continue to meet current and new missions, the training delivered to the electronics work force must increase. With the loss of critical job skills, retained electricians must be retrained to meet high tech electronic jobs. The skills and knowledge of these workers require special equipment-specific and

focused on-the-job training. It is imperative that retained workers be trained to maintain these critical electronic systems.

Scope

Selected candidates from the restructured Energy Systems work force would be trained in the specialized skills which must be retained at minimal level, but which have been lost due to skilled employees leaving the payroll under the Special Retirement Incentive Program. It is projected that approximately 30 employees will receive this training.

General Information

This training will be a combination of vendor-supplied training and a very focused on-the-job training process. Funding for this program will include salaries for two electronic workers to conduct on-the-job training and one administrative support person. The on-the-job training will be rotated to the individual crews where the vendor-supplied training will be enhanced.

Curriculum

See Appendix K.

4.4.2.3 Mechanical Maintenance Training

Purpose

To meet new environmental laws and changing missions in the areas of reclamation, decommissioning, and demolition work and to maintain our current mission in enriched uranium areas, the mechanical work force must be retrained. The current mechanical workers will be heavily impacted by the 1994 reduction in force and the special retirement incentive plan.

Scope

Selected candidates from the restructured Energy Systems work force would be trained in specialized skills which must be retained at a minimal level, but which have been lost because of skilled employees leaving the payroll under the Special Retirement Incentive Program. It is projected that approximately 45 employees will receive this training.

General Information

This training will consist of skills and knowledge needed to perform work within today's environmental laws and to meet new missions. Funding for this program will include salaries for two mechanical workers to provide on the job training and one administrative support person. The on-the-job training will be rotated to the individual crews where the vendor-supplied training will be enhanced.

Curriculum

See Appendix K.

4.4.2.4 Maintenance Craft Apprentice Program

The Maintenance Craft Apprentice Program was originally established as part of the effort to avert the impact of the FY 1990 reductions in force. Maintenance workers who already possessed skills in specific maintenance areas were placed in advanced apprentice programs in other maintenance craft areas. In FY 1992, the program was expanded to include a beginner apprentice program in order to retrain workers for the transition from production machining to decommissioning and surveillance. The original program was focused on training workers in the craft skills necessary to take equipment and systems out of service and maintain these systems in an extended preventive maintenance program supportive of future reactivation. Painter, carpenter, pipefitter, outside machinist (millwright), air conditioning/refrigerating mechanic, insulator, and electrician apprentice courses have been provided. The Maintenance Craft Apprentice Program was highly successful, receiving the DOE Award of Excellence in training in 1993.

Oak Ridge has been successful in developing and managing apprentice programs for several reasons:

Successful Craft Training History—Oak Ridge has a proven record in developing innovative craft training programs. The Training and Technology Program, a forerunner to the "teaching factor" concept, operated successfully for 14 years. This adult performance-based program combined intensive classroom and hands-on learning experience to produce skilled technicians in drafting, nondestructive testing, machining, pipefitting, and welding. A Machine Maintenance Training Program provided over 400 hours of classroom and hands-on skills training in machine maintenance, machine tool rebuilding, and computer numerical control operations. The program has been recognized as a Noteworthy Practice and received a DOE Award of Excellence in training.

Labor-Management Teamwork—Strong labor-management relationships have been developed with the Atomic Trades and Labor Council (ATLC), the International Guard Unions of America (IGUA), and the Oil, Chemical, and Atomic Workers (OCAW). Labor organizations have strongly supported craft retraining programs necessary due to past work force restructuring and participated as full partners and leaders in the original Maintenance Craft Apprentice Program.

Knowledge of Apprenticeship—Trainers for past apprentice programs have been experienced crafts workers at the journeyman level. These trainers used well-developed course materials which are recognized by U.S. craft unions. A number of the apprentice trainers are completing trainer development programs conducted at the University of Tennessee, Knoxville, which are administered by the National Joint Apprenticeship Training Council.

Purpose

Preliminary analyses indicate that the need exists for a Maintenance Craft Apprentice Program in FY 1995–1997. The Special Retirement Incentive Program was offered as an incentive for early

retirement and had a significant impact on the maintenance craft personnel levels, resulting in shortages in some craft areas. It is estimated that up to 35 craft positions from all three Energy Systems facilities will be needed in the following craft areas: air conditioning/refrigeration mechanics, electricians, instrument technicians, and mechanical craft workers.

Scope

Energy Systems workers will be selected from impacted craft job classifications to become skilled maintenance craft workers in areas where there are predicted shortages. Apprentices will be selected from impacted employees at all three Oak Ridge facilities. Selection criteria for the Program will be based on the employee's education, related training, and related work experience. The mechanism and administration of this program are being reviewed.

The Program will be based at the Y-12 Plant, utilizing existing apprentice training curriculum and trainers who are already knowledgeable in the apprentice curriculum. The classroom portion of the program and some special lab training will be conducted at Y-12; the associated on-the-job training will be conducted at the site where the openings exist. While this is normally a five-year program, participants who meet the selection criteria will receive 2 years of on-the-job training credit in recognition of their Energy Systems work experience in craft positions.

The training staff will consist of six classroom and on-the-job trainers and two administrative-support personnel. An Advisory Board consisting of representatives from applicable Energy Systems labor groups and management will be established to provide input and guidance to the program.

General Information

The Maintenance Craft Apprentice Program curriculum has been approved by the Department of Labor's Bureau of Apprenticeship and Training and is based upon existing craft guidelines for each craft in the subject areas of pipefitter, air conditioning/refrigeration mechanic, outside machinist (millwright), carpenter, electrician, and insulator.

Each of the apprenticeships combines a classroom curriculum with on-the-job work experience. Electrician apprentices must accumulate a minimum of 7200 hours of on-the-job experience. Other apprentices must accumulate a minimum of 5400 hours on-the-job.

Curriculum

See Appendix K.

4.4.2.5 Chemical Operator/Nuclear Facility Supervisor Training

Purpose

Additional chemical operators and nuclear facility supervisors are needed to cover loss of essential skills due to downsizing at all three Oak Ridge sites. This program is designed to meet minimum training requirements for new chemical operators and supervisors as specified in DOE Order 5480.20.

Scope

The program will retrain an estimated 30 impacted hourly employees in the basic competencies required to become a chemical operator in addition to job-specific training required to receive certification. An estimated 7 impacted employees will receive nuclear facility supervisor training; this program has identical requirements to that of the operator plus an additional supervisory course in nuclear facility fundamentals.

General Information

DOE Order 5480.20 requires that new chemical operators and supervisors become qualified prior to performing their job functions. Employees in this job classification typically have significant area-specific and on-the-job training due to the variation in responsibilities among different sites, areas, and equipment. The majority of this program provides core courses in radiation and criticality safety as well as basic math, chemistry, and physics. This common knowledge base will prepare individuals for further area-specific training based on their particular responsibilities. Significant on-the-job training is required once course work is complete in order to become certified. Remedial courses in math, reading, and science may be required prior to receiving training in specific chemical operator fundamentals; testing will be performed in these areas to assess individual training needs.

A formalized skills assessment and job task analysis is to be performed by a local university; a proposed training and development model will also be provided to ensure that the training meets requirements for chemical operators as specified by DOE.

Curriculum

See Appendix K.

4.4.2.6 Fissionable Material Handlers Training

Purpose

Additional fissionable material handlers are needed to recover from essential skill losses resulting from downsizing. Employees in other positions that remain within the work force will be reassigned to this function, and they will receive requisite training to ensure compliance with DOE Order 5480.20 prior to assuming their new responsibilities.

Scope

This program will retrain approximately 15 impacted hourly employees to become qualified handlers of fissionable material.

General Information

The core courses included in this retraining program will provide basic competencies in math, chemistry, physics, and safety. Building-specific topics will be covered, and any remedial training

required prior to entering the program will be performed as listed. Competency testing will be performed to determine degree of remediation required. On-the-job training required for qualification prior to assuming job responsibilities are also included.

Curriculum

See Appendix K.

4.4.3 Training for External Opportunities

4.4.3.1 Job Training Partnership Act, Title III

The Tennessee Department of Labor, Service Delivery Area 4 office, has been contacted and will work with us to provide Job Training Partnership Act (JTPA), Title III funds to assist individuals when they are identified and certified as dislocated workers in the counties served by this office. These funds are available to provide tuition, books, and limited relocation assistance. As retraining programs preparing impacted workers for external placement are initiated, JTPA funding will be formally requested.

4.4.3.2 Department of Defense Grants Program

Roane State Community College (RSCC) and Oak Ridge Associated Universities (ORAU) have submitted a proposal to the Department of Defense (DoD) Grants Program requesting funding for an environmental education and training program for displaced defense workers. A portion of the funding would be used to establish an environmental scholarship/fellowship program. A consortium of representatives from state and local agencies, private industry councils, community-based organizations, local area businesses, and organized labor would be formed to implement this program.

4.4.3.3 Environmental Retraining and Internship (ERI) Program

Purpose

The EnRI Program is designed to assist impacted workers in the transition to a career in the environmental arena through a combination of classroom and on-the-job training. Initially, two tracks were envisioned in the program—Environmental Management and Environmental Support—making it available to all payroll categories of affected workers. The Environmental Management Program focuses on activities involved in the technical support and management of environmental projects, while the Environmental Support Program concentrates on field activities. Each program requires approximately 8 weeks of classroom training followed by an internship as an employee of a regional private company of up to 1 year in an Environmental Management Program or up to 3 months in an Environmental Support Program. The internship allows for an optimum combination of theory and experience.

Because the number of impacted workers is now projected to be smaller than originally anticipated, it has been determined that only the Environmental Support track of the EnRI Program will be planned for this year. It is this portion of the program that is reflected in the budget request. The FY 1994

pilot EnRI Program establishes a replicable model to serve future environmental training needs. The need for these programs is expected to grow as DOE restructuring continues.

Scope

Potential candidates for the EnRI Program are to be drawn from affected hourly, weekly, and monthly payroll categories. Environmental retraining is targeted at preparing participants for entry-level environmental positions outside Energy Systems.

General Information

Demand in private industry for environmental expertise is expected to continue to be one of the top growth fields nationally. During FY 1995 such positions are not anticipated to increase in the environmental area within Energy Systems. However, data gathered from our needs assessment surveys indicate environmental positions are available with other companies in the region. The EnRI Program will provide a bridge to assist affected workers in making career transitions to environmental positions with other regional companies.

The FY 1994 EnRI Program is being coordinated through the Oak Ridge Environmental Education and Training Alliance (OREETA). Resources have been integrated from academia, private industry, and government in the environmental arena to form OREETA. To ensure that individuals with valuable technical skills and knowledge have continuing opportunities for employment and career development and transitions to other jobs, these organizations have agreed to work collaboratively to increase the competencies of the affected work force in environmental restoration and waste management. Deliberate linkages have been made with other DOE initiatives such as the proposed National Environmental Management Academy (NEMA), Energy Systems Environmental Institute, Regional Economic Development, the proposed DOE University, and other DOE training and education programs. Other linkages include the Tennessee Valley Authority (TVA), Partnerships for Environmental Technology Education (PETE), and the state of Tennessee.

As originally envisioned, the EnRI Program would have provided a pilot program for up to a maximum of 60 participants, 30 in each track. It is essential to begin the program at a realistic level that matches initial selections into the initial 8-week classroom phase of the program, with a strong probability of placement in the intern phase of the program with a new employer. Every effort is being made during preliminary planning to assure individuals completing the first 8 weeks of training have internships available.

Program planners have had numerous discussions with representatives of the Oak Ridge Waste Management Association (ORWMA), which consists of approximately 85 employers in the East Tennessee region in the environmental restoration and waste management fields. As a result, ORWMA stated in a letter dated July 14, 1994 (see Appendix I) that based on surveys of a representative sample of their member companies, they could "pledge" to take 24 interns beginning in mid-October 1994. Their letter further states their belief that, based on their survey, the ability of private industry to accept up to 60 interns is a reasonable projection. In addition, a letter dated July 21, 1994, from the TVA (see Appendix I) states TVA's desire to serve as a host for internships, provided sufficient funds are available, through their Community College Environmental Consortium

(CCEC). ORO currently has a number of vacancies in its Environmental Restoration and Waste Management organization, and has agreed to consider EnRI participants for DOE federal employment, following the 8-week classroom portion of the program.

Curriculum

See Appendix K.

4.4.3.4 Police Officer Certification

Purpose

This program provides certification by the state to become a Certified Police Officer and to pursue employment in law enforcement agencies locally and regionally. While it is recognized that Energy System Central Training Facility (CTF) provides excellence in training at the Security Inspector level, additional training is required by the state to comply with state police academy standards determined by the Academy Board appointed by the Governor.

This program will be funded by sources other than Work Force Restructuring and will be directed for the state certification requirements. Courses taken may be applied to courses at the state community college level in pursuit of an Associate Degree-Police Science.

Scope

As many as 26 employees could be impacted in Energy Systems downsizing of Security Inspectors. This program was a part of the *Work Force Restructuring Plan* in 1993, with 25 employees taking part. The program received excellent evaluations and will be offered again in the FY 1994 plan.

Curriculum

See Appendix K.

4.4.3.5 National Code Examination for Electricians

Purpose

This program provides certification of the National Electrical Code for Electrician/ Electronics personnel that will be impacted as a result of the downsizing at Energy Systems.

Scope

This 40-hour course to be held during normal work hours provides instruction in the electrical code and is a specific requirement for electrical personnel entering the private work force or contracting with outside agencies other than Energy Systems. The program is being planned for 25 impacted workers. This program will be funded by sources other than Work Force Restructuring.

Curriculum

See Appendix K.

4.4.3.6 Small Business Seminar

Purpose

In an effort to create a more diverse economy in the Oak Ridge region, a small business seminar will be provided for Energy Systems employees to assist them with resources available for starting a small business.

Scope

This program will be a four-phase process. In the initial phase, participants will receive a general introduction to entrepreneurial small business ventures. This program will include a discussion of the elements of a business plan. In Phase II, the participants will complete a preliminary business plan (at home). This plan will be a prerequisite for continuing in Phases III and IV of the Small Business Development Training Program. During Phase III, small group (5 to 10 persons) breakout sessions will focus on specific topics of interest. Phase IV will center on individual and/or group (2 to 5 persons) in-depth sessions with expert small business consultants. It is projected that approximately 20 employees will participate in this program.

Curriculum

See Appendix K.

4.5 CONTINUING EDUCATIONAL ASSISTANCE PROGRAM

The Career Center will assist in the initiation of grants, student loans, and scholarships.

An educational assistance program, administered by the site educational assistance representative, is proposed to provide former Energy Systems employees with funding to facilitate the transition from defense programs to independent or alternative industrial opportunities. This program would provide educational funding to displaced employees. It does not apply to those persons accepting voluntary terminations.

This program is intended to supplement funding available to students through future employers, state, and governmental grants. It would provide up to $2,500 (less scholarships, grants, and other direct new employer assistance) per year for up to 4 consecutive years for each displaced employee to pursue training for a chosen alternative career. All available grants (e.g., Pell, Job Training Partnership Act) must be exhausted prior to receiving this funding.

Procedural guidance and forms will be provided in the Career Center. All applicants must interview with an educational career counselor at the Career Center before registration in the continuing education program. The applicants can apply to receive assistance at the date of termination. Applications must be submitted to site educational assistance representatives within 1 year of the reduction in force.

Educational institutions may include universities, community colleges, vocational schools, and technical schools. Other educational opportunities will be evaluated by Energy Systems Human Resources site educational assistance representatives for applicability (e.g., real estate and sales).

Displaced employees will be advised of opportunities to participate in various free services available to the public through local community colleges. They will also be counseled on federal educational opportunities, including:

- Economic Development Administration Title IX Program,
- Job Training Partnership Act Title III programs,
- Small Business Administration programs,
- Pell Grant Program, and
- State grants and student loans.

4.6 RELOCATION ASSISTANCE

4.6.1 Placement Opportunities within Martin Marietta Corporation

A Martin Marietta Corporation Employment Network was established at the end of calendar year 1992 so that the various corporate entities could share information about (1) current openings, (2) projected contracts and employment opportunities, and (3) downsizing in an effort to stabilize employment by minimizing the impact of layoffs, increase the awareness of opportunities, and facilitate transfers within the corporation.

At each corporation location, a list of open positions for external hires is prepared on a weekly basis and forwarded to the employment department at the other corporate sites. A telephone conference is regularly held, usually monthly, to discuss current employment situations throughout the company. The job listings include the job title, special requirements, and a brief job description. The job listings will be used by the Career Center to advise displaced workers of employment opportunities.

4.6.2 Placement Opportunities with Other DOE Contractors

Energy Systems participates in a recruiting network to enable Human Resources personnel to identify placement opportunities with other DOE contractor companies nationwide. The Job Opportunity Bulletin Board System (JOBBS) offers an electronic means to exchange job opportunity announcements and resumes of qualified applicants among DOE contractors.

4.6.3 Placement Opportunities with Local/Regional Companies

The Career Center area needs analysis and daily job lead development generates a data base of local and regional companies with information about current job openings and skills needed. Career Center staff members are actively contacting private sector firms to explore relocation opportunities.

4.6.4 Relocation Reimbursement of Expenses

Relocation assistance will be provided to displaced workers who are hired for work at another DOE site, but who do not qualify for relocation assistance under the hiring contractor's policies. Reimbursement for relocation assistance, not to exceed $5,000, includes actual and reasonable expenses for transportation, movement of household goods, and temporary living accommodations.

For relocations to jobs external to the DOE sites, Department of Labor Job Training Partnership Act, Title III funds will be requested to provide relocation assistance for eligible individuals. A maximum of $800 assistance per individual is available through the Job Training Partnership Act.

4.7 OUTPLACEMENT ASSISTANCE

Joe La Grone, Manager, ORO sent letters in June 1994 (Appendix G) to all of the ORO Managing and Operating Contractors requesting them to give priority consideration in filling all vacancies to affected employees before hiring from outside sources.

ORO has arranged, through the Office of Human Resource Management, to provide access to the nationwide Interstate Job Bank for all interested employees, which was established in accordance with Section 4468 of the National Defense Authorization Act (P.L. 102-484). The Interstate Job Bank Computer program is available at the Career Center.

4.7.1 Career Center

The Energy Systems-operated Career Center remained open on a reduced basis after the 1993 downsizing to support employees in their efforts to prepare for reemployment and to provide career development services. The Center expanded again during the Spring 1994, and satellite offices opened at ORNL and K-25 in May 1994. Employees in organizations affected by the downsizing began using the Center immediately after its opening. To the extent subcontractors and other employees are affected, the services of the Career Center will be provided to them.

Purpose

The mission of the Career Center is to assist retained and displaced employees to develop career plans, execute job searches, and look for retraining opportunities. The Center also provides administrative support for internal retraining programs. A complete system of career development services ranging from assessment to a satisfactory match of employment is the desired result.

Scope

As the function of DOE facilities changes across the country, a critical need exists for a permanent Career Center offering a full range of employment and career development services. Services to all personnel will ease the impact that large-scale downsizing has on the employer, the employees, and the surrounding communities. The Career Center assists employees with developing career plans and serves as a referral link to educational and skills enhancement programs available through Energy Systems organizations and community educational institutions.

Career Planning

The Career Center provides services such as aptitude and skills assessments; job analyses (present and future); information on job demand and supply; basic job requirement listings; wage information; and access to school and training information. Several software applications and hard-copy assessments are available through the Center to assist employees in determining their skills and aptitudes. Providing assessment and evaluation services to all employees will help to ensure that everyone's interests and aptitudes receive proper attention. After an employee completes the assessment stage, a career plan, including educational goals, is completed. After a curriculum has been selected, information on internal Energy Systems training programs as well as information on external programs is made available to the employee. A referral may be made to the Educational Assistance Program, the Skills Enhancement Program, or to an area school.

The Center is staffed with counselors, job-lead developers, administrative support employees, an editor, an authorized derivative classifier, and a manager. Counselors assist with skills identification, job-search targeting, and counseling. Job-lead developers contact potential employers, post jobs, and assist in job-match identifications. Administrative support employees work with the editor to produce resumes and other career development and job placement documentation.

Staff members are charged with providing services and encouraging employees to use the services provided. Several members of the staff were selected for their expertise in recruiting and maintaining marketplace contacts. Job-lead developers attempt to obtain pre-training commitments from other employers, as well as priority consideration in hiring.

Job Lead Development

A computerized data base system of job openings is maintained. A data base with employee profiles is linked to the Job Lead Data Base in order to enhance the Center's ability to match people to job openings. Job openings are posted on bulletin boards in the Center and on a company-wide electronic bulletin board. Job leads are received from private industry, other Martin Marietta locations, and other DOE contractors. The Center offers access to several job search software programs, including

- America's Job Bank (AJB) - computerized network that provides work opportunity listings offered by the Employment Security Office;

- FedWorld - federal job listings;

- Federal Jobs ACCESS System - a list of federal job openings nationwide,
- Quick & Easy - assistance with preparing Standard Form 171, the application form for federal jobs;
- ALEX - an online job listing service from the Department of Employment Security;
- Million Dollar Disk - a biography of some 216,000 companies nationwide; and
- JOBBS - a DOE contractor system used to match displaced workers with job vacancies in the DOE community.

Other Career Center Service

Other services provided by the Center include preparing resumes and cover letters, complying with requests for training records and transcripts, reproducing and transmitting materials, and providing other job search assistance. A library of resource materials is located adjacent to the Center. A newsletter updating personnel on the current status of job opportunities, training and retraining opportunities, work force restructuring activities, and other relevant information is generated and distributed by the Center.

During downsizing, members of the different unions at the Oak Ridge installations work in the Career Center. They assist with job lead development, resume preparation, newsletter input, and other services.

4.7.2 Workshops

A number of workshops are being offered through the Career Center on the following topics:

- financial management and planning,
- Federal Credit Union Services (e.g., paying loans),
- Economic Displaced Worker Administration,
- Small Business Administration/SCORE,
- setting educational goals and obtaining grants,
- community services (e.g., food programs, medical services, legal services),
- small business loan programs,
- unemployment services,
- real estate concerns,
- stress management,
- resume writing,
- job search techniques,
- interviewing skills,
- computer skills,
- women's issues,

- age discrimination, and
- networking.

Workshops are open to all employees.

4.7.3 Counseling

An educational counselor from the University of Tennessee is available in the Center by appointment to help employees make career decisions, select an academic institution, and complete admission and financial aid forms. The counselor also explains federally funded educational financial assistance programs.

4.7.4 Job Fair

A job fair, co-sponsored by Energy Systems and the Oak Ridge and Knoxville Chambers of Commerce, is scheduled for September 1994. Forty local and regional employers with job openings will be invited to attend.

4.7.5 External Resources

Employees are advised of services at Roane State Community College and Pellissippi State Technical Community College that are free to the public. For example, these schools conduct interest assessments, hold career workshops, and post job openings. In addition, they maintain libraries that contain numerous references of interest to job hunters.

Information regarding several surrounding county offices that help people who meet low income guidelines find jobs is being gathered and offered to interested employees. Such county assistance includes:

- assessment,
- counseling,
- referral to resource agencies,
- career planning, and
- training services (e.g., basic skills, GED preparation, job-specific skills training, on-the-job training, and job search information).

Mass meetings, sponsored by the Tennessee Department of Labor (see Appendix J, letter from John Bostic to employees) will be held after layoff notices are issued. Participants include: The Tennessee Department of Employment Security; Tennessee Department of Human Services; Tennessee Department of Labor; and the Job Training Partnership Act/Private Industry Council Coordinators. The coordinators are available for appointments in the Career Center following the mass meetings.

4.7.6 Financial Assistance

Information will be available to displaced employees through the Career Center on (1) financial management and planning, (2) how to manage outstanding debts, (3) obtaining educational grants and

scholarships, (4) small business loans, (5) Job Training Partnership Act, Title III funds, and (6) real estate concerns.

4.7.7 Social Services

Psychological services are offered to affected employees through Energy Systems Health Services. Also, the Employee Assistance Program provides these services to affected employees and their families.

4.8 DISLOCATED WORKER HEALTH BENEFITS

In response to an August 1992 DOE task force report to the Secretary of Energy on displaced worker health benefits, Energy Systems has established a health benefits program for employees who leave the payroll and are not eligible for medical insurance under another employer's group plan (either as an employee or dependent) or Medicare. These employees may keep their health insurance with Energy Systems. For the first year, the employee will pay the active employee premium rate, with the balance to be funded by the DOE; the second year, the employee will pay 50% of the Consolidated Omnibus Budget Reconciliation Act (COBRA) rate; the third year and out years, the employee will pay the full COBRA rate.

Other benefit programs available include:

- Special accident insurance can be converted to a private policy within 30 days with no evidence of insurability.

- Life insurance can be converted to a private policy within 30 days with no evidence of insurability.

5. BUDGET ESTIMATES

Funds totaling $34.94M through FY 1997 are required from all sources to implement the planned downsizing at the Oak Ridge Reservation. This funding would provide for supplemental training, relocation, outplacement, community assistance, a portion of retirement incentives, severance pay, displaced worker health benefits, and other assistance.

DOE's responsibility for pursuing other potential funding sources to support work force restructuring is being carried out through multiple channels. In addition to DOE funding, the Department is looking into potential funding sources that could support work force restructuring initiatives, including those available through the Job Training Partnership Act at the Department of Labor, the Economic Development Administration at the Department of Commerce, and the Office of Economic Adjustment at the Department of Defense. Energy Systems and the East Tennessee Economic Council will pursue partnerships and grants for projects to assist the affected employees and to reduce the socioeconomic impact on the community.

Table 5.1 summarizes the funding required from work force restructuring resulting from both defense and nondefense downsizing.

Table 5.1. Worker and Community Transition Requirements (in thousands of dollars)

Budgeting and Reporting Classification	FY 1994 $	FY 1995 $	FY 1996 $	FY 1997 $	TOTAL $
Supplemental Training	1,031.8	4,030.0	650.0	280.0	5,991.8
Educational Assistance After Layoff	32.5	32.5	32.5	0.0	97.5
Relocation Assistance	21.8	0.0	0.0	0.0	21.8
Local Community Impact Assistance	300.0	300.0	0.0	0.0	600.0
Retirement Incentives*	26,624.0**	0.0	0.0	0.0	26,624.0**
Severance Pay and Other Separation Benefits	210.0	0.0	0.0	0.0	210.0
Outplacement Assistance	582.5	300.0	300.0	0.0	1,182.5
Displaced Worker Health Benefits	210.0	0.0	0.0	0.0	210.0
TOTAL	29,012.6	4,662.5	982.5	280.0	34,937.6

* Lump sum cash payment. Pension benefit enhancement costs are paid from Martin Marietta Energy Systems, Inc., pension fund and are estimated to be $59M over the lives of all early retirees.

** Includes $4.9M for prior year accrued vacation.

Table 5.2 is a breakdown of the total planned supplemental traininig that will be provided to both the retained and impacted work force under this plan.

Table 5.2. Total Planned Supplemental Training Costs (in thousands of dollars)

	FY 1994 $	FY 1995 $	FY 1996 $	FY 1997 $	TOTAL $
Trainee Salaries	451.8	2,025.3	250.0	175.0	2,902.1
Course Development	194.4	120.0	0.0	0.0	314.4
Staff/Administrative	262.2	179.1	50.0	25.0	516.3
Tuition/Fees	74.9	977.0	0.0	0.0	1,051.9
Course Delivery	48.5	728.6	350.0	80.0	1,207.1
TOTAL	1,031.8	4,030.0	650.0	280.0	5,991.8

The following describes the categories included in Table 5.2 above.

- "Trainee Salaries" included in this plan are for training programs that employees participate in as a "regular assignment" for the duration of the training, rather than any other job classification.
- "Course Development" costs reflect the costs of developing training courses including needs analysis and lesson plans. Lesson plans are developed internally or bought from external vendors.
- "Staff/Administrative" costs entail scheduling attendees and courses, records administrative, and overseeing daily activities of the particular program.
- "Tuition/Fees" costs consist of vendor-supplied courses.
- "Course Delivery" costs incorporate on-the-job training, classroom training, and performance documentation checklists.

7. CONCLUSION

The missions of the DOE's Oak Ridge facilities have evolved to reflect changing national needs and global events. This restructuring plan describes a strategy whereby key capabilities are maintained by the DOE Oak Ridge Complex while technology and industrial assistance are transferred to the private sector. At the same time, affected workers are retrained for continuing requirements, changing DOE missions, and for external employment.

The K-25 Site will continue its role as the home of the Centers for Environmental Restoration and Waste Management Programs. As this work is moved into the cleanup phases, the use of outside contractors may become more prevalent. The Oak Ridge National Laboratory will continue to perform research and development in support of nonweapons programs of the DOE. The Y-12 Plant will continue to maintain its role as the national repository for special nuclear materials and processing these materials to a safe and economic form of storage. The Oak Ridge Centers for Manufacturing Technology, established at Y-12, will continue its role in maintaining and sharing with private industry core technologies and manufacturing experience.

The number of Energy Systems employees taking the special retirement incentive is 1382. On July 29, 1994, 101 employees received involuntary reduction in force notices (see Appendix M). The actual number of impacted employees who will be transferring to job openings is continuing to be worked and will be determined over the next several months.

Energy Systems employees who are laid off will be eligible for retraining, relocation assistance, educational assistance, and health benefits to reduce the impact of this work force reduction. To the extent other contractor or subcontractor employees are affected, appropriate assistance and benefits will be provided as feasible.

Programs are in place and assistance is being provided to local communities to develop strategies and programs that will reduce their economic dependency on the DOE and encourage regional economic development. Area stakeholders were invited and encouraged to participate in the planning process.

The work force restructuring efforts described in this Plan, including training programs, continuing educational assistance, relocation assistance, outplacement assistance, and health benefits, will help minimize the effects of the work force reduction and assist in stabilizing the local economy. These efforts must be adequately funded as proposed in Section 5 on budget estimates. It is essential that necessary funds are made available to carry out this Plan.

APPENDICES

DOE/ORO NEWS RELEASE DATED MAY 12, 1994

DOE NEWS

FOR IMMEDIATE RELEASE
May 12, 1994

JOB REDUCTIONS ANNOUNCED AT DEPARTMENT OF ENERGY FACILITIES IN OAK RIDGE

OAK RIDGE, TN -- Declining budgets, shifts in programmatic emphasis, and improved management efficiencies are expected to result in the reduction of up to 1,400 jobs in 1994 at the Department of Energy (DOE) facilities managed by Martin Marietta Energy Systems, Inc. (Energy Systems).

Staff reductions will include approximately 580 to 800 positions at the Oak Ridge Y-12 Plant; approximately 160 positions at the Oak Ridge National Laboratory (ORNL); approximately 225 positions at the Oak Ridge K-25 Site; and approximately 120 to 180 positions in Energy Systems' Corporate and Central Services group, which supports activities at all three sites. The reductions will impact approximately 750 to 950 salaried positions and approximately 350 to 450 bargaining-unit positions.

These reductions are the result of changing missions of the DOE in the post-Cold War era, the corresponding decline in the Defense Programs budget, and the management and operating contractor's efforts to effect cost savings in the Environmental Management program through management and contracting efficiencies. In addition, some of the reductions at ORNL are attributed to shifts in programmatic emphasis.

Earlier this year, DOE announced that approximately 2,300 positions would be affected by overall budget projections in the proposed Fiscal Year 1995 budget for its Oak Ridge Operations programs. That estimate has been lowered due to revised budget projections, restricted hiring over the past several months, and $20 million in new funding for the Manufacturing Skills Campus and the Oak Ridge Centers for Manufacturing Technology at Y-12. The new funding was announced during Energy Secretary Hazel O'Leary's visit to Oak Ridge on April 29.

To minimize the number of involuntary reductions and mitigate impacts on the workers and communities, DOE has approved a special Retirement Incentive Program for Energy Systems employees who are age 50 with at least 10 years company service credit or who are age 65 with any amount of company service credit. Employees who are eligible for this program will receive information on how to apply and will be scheduled to attend general information sessions about the program.

-MORE-

Employees participating in the Special Retirement Incentive Program will leave the payroll between July 31 and December 31, depending on individual situations and staffing needs. Reduction-in-force notices will be distributed July 29. Employees who receive them will leave the payroll by September 30.

A Workforce Restructuring Plan is being developed to provide assistance to displaced workers, and Career Centers--offering such services as resume preparation, job-search workshops, job listings and educational opportunities counseling--are open at the Y-12 Plant, ORNL, and the K-25 Site to assist affected employees with career development and placement.

-DOE-

News Media Contact: Steven Wyatt, (615) 576-0885

R-94-026

PERSONNEL REDUCTION BY FUNDING AND ORGANIZATION

Program	Y-12	K-25	X-10	TOTAL
Defense Programs	650-865[1]			650-865
ERWM Programs	50	325[2]	125	500
Research Programs			35	35
TOTAL	700-915[1]	325[2]	160	1185-1400

[1]Includes an estimated 65-70 Energy Systems' Corporate and Central Services' positions which support DP/Y-12.

[2]Includes an estimated 100 Energy Systems' Corporate and Central Services' positions which support ERWM/K-25.

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Route 8, Box 32-14
Amarillo, Texas 79118

Mr. Stephen L. Schwartz
Military Production Network
236 Massachusetts Ave., NE, Ste 500
Washington, D.C. 20002

Mr. Donald Elisburg
CPWR
11713 Rosalinda Drive
Potomac, Maryland 20854

Mr. Timothy P. Cole
The Wackenhut Corporation
1500 San Remo Avenue
Coral Gables, Florida 33146

Mr. J. G. Cassady
Westinghouse Hanford Company
1100 Jadwin Avenue, MS-B3-07
Richland, Washington 99352

Mr. Frank D. Martino
International Chemical Workers Union
1655 West Market Street
Akron, Ohio 44313

Mr. Bruce Jones
Westinghouse Electric Corporation
West Gateway Building, Room 704
11 Stanwix Street
Pittsburgh, Pennsylvania 15222

Mr. Les Murphy
International Association
of Fire Fighters
1750 New York Avenue, NW
Washington, D.C. 20006

Mr. Charles Nuckols
11795 Adams
Thornton, CO 80233

TO RECEIVE COPY ONLY

Mr. Ben Knopp
Hanford Issues Analyst
200 Hillview Drive, Suite 100
Richland, WA 99352

Will pay to Fed-Ex
Acct No. 1567-8761-2

**LETTER DATED MAY 23, 1994, FROM ORO MANAGER,
TO LIST OF IDENTIFIED STAKEHOLDERS**

Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

May 23, 1994

Distribution

I am contacting you in regard to the plans announced on May 12, 1994, for restructuring the work force at the Department of the Energy's (DOE) three facilities managed by Martin Marietta Energy Systems, Inc., in Oak Ridge. As a result of declining defense requirements and changing missions in Oak Ridge, up to 1,400 positions will need to be eliminated this year.

DOE is committed to seeking every opportunity to help minimize the impact of reductions on workers and the surrounding communities. Over the next several months we will once again work with key organizations and people affected by the reductions. We invite workers, contractors, community leaders, labor union representatives, educational institutions, elected officials, and other interested parties to participate in this consultation process.

The National Defense Authorization Act of FY 1993, Section 3161, requires the DOE to develop a plan for restructuring the work force consistent with guidelines developed by the Department. A copy of DOE's revised guidelines, dated March 24, 1994, is enclosed for your information.

The East Tennessee Economic Council, formerly the Roane-Anderson Economic Council, has agreed to continue its lead role as coordinator on behalf of the community stakeholders to assist in developing our restructuring plan. I encourage your participation in this effort, and ask that you, or a member of your staff, contact Mr. Don Bagwell, Executive Director of the East Tennessee Economic Council, 615-483-1321, within the next two weeks to indicate your willingness to participate in the planning process with other community stakeholders. If you have any questions, please feel free to contact Bill Truex (576-0662) or Lisa Carter (576-0666) of my staff.

The varied expertise and experience in this region is a strength we want to draw on throughout this process. A cooperative team effort from a broad cross section of local resources will help reduce the adverse impacts on our communities and will improve our ability to pursue positive options for the future.

A Work Force Restructuring Draft Plan will be developed and distributed for your review and comment in the near future. Again, thank you for your participation and help.

Sincerely,

Joe La Grone
Manager

Enclosure

cc w/enclosure:
Don Bagwell
East Tennessee Economic Council

SPECIAL RETIREMENT INCENTIVE PROGRAM CORRESPONDENCE

DOE F 1325.8
(8-89)
EFG (07-90)

United States Government — Department of Energy

memorandum

DATE: April 18, 1994

REPLY TO
ATTN OF: HR-524.1 (Behr:202-586-9035)

SUBJECT: Early Retirement Incentive - Martin Marietta Energy Systems (MMES)

TO: Daniel H. Wilken
Assistant Manager for Administration
Oak Ridge Operations Office

As we discussed, the review of the proposed Early Retirement Incentive for MMES has been completed. The Task Force on Worker and Community Transition has approved the following program of Early Retirement Incentives:

1. The addition of 3 years of age and 3 years of service credit, with the option that unneeded credit for age can be added to years of service.

2. Participants can choose either a lum sum payment of $10,000 or one month's pay for ever ten years of service, which may be pro-rated.

3. A lump sum payment for vacation that would have been earned had the participant remained employed through December 31, 1994.

This approval is based on the assumption that 786 MMES employees would elect to participate, reducing the number of involuntary necessary to achieve a work force reduction of 1500. It is also anticipated that approximately 79 (10%) of those retiring would need to be replaced by new hires. Therefore it is estimated that approximately 793 additional employees will have to be separated on a voluntary or involuntary basis to achieve the work force reduction of 1500.

Please send us a report on the results of the implementation of the Early Retirement Incentive as soon as they are available.

John J. Edmondson, Director
Office of Contractor Human
Resource Management
Office of Procurement and
Assistance Management

Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

MAY 2 1994

May 2, 1994

Mr. R. M. Wilson
Vice President, Personnel
Martin Marietta Energy Systems, Inc.
Post Office Box 2009
Oak Ridge, Tennessee 37831-8007

Dear Mr. Wilson:

EARLY RETIREMENT INCENTIVE

This is in response to the February 15, 1994, Fee/La Grone letter requesting approval for an early retirement incentive to facilitate required downsizing of the Martin Marietta Energy Systems, Inc., work force this year.

As discussed, we are not able to approve your initial proposal comprised of a 4+4 pension window with prorated 1995 vacation and a $10,000 "transition payment." We approve a 3+3 pension window with the option for the employee to choose a "transition payment" of either $10,000 or one month's pay for every ten years of service (prorated). As requested, extra points not needed to reach the 85 point requirement for normal retirement may be added to service for the pension calculation. Employees also receive payment for unused 1994 vacation.

We are also unable to approve your request for an "unqualified" Supplemental Employee Retirement Plan, proposed to alleviate the impact of section 415 of the Internal Revenue Code on certain individuals.

After the downsizing has occurred, we need detailed information on the number of participants and actual cost of implementing this Early Retirement Incentive, as well as information on the overall reduction-in-force. Please have a representative contact Chris Hill to discuss the type of information needed. If you have any questions please contact us.

Sincerely,

Daniel H. Wilken
Assistant Manager
for Administration

cc:
Judy Penry, FM-72

MARTIN MARIETTA

Internal Correspondence

MARTIN MARIETTA ENERGY SYSTEMS, INC.

Date: May 9, 1994

To: All Energy Systems Managers and Supervisors

From: R. M. Wilson, 9704-2, MS 8007 (4-1612) R. M. Wilson

Subject: SUPERVISORS' NOTICE--SPECIAL RETIREMENT INCENTIVE PROGRAM

Effective May 23, 1994, Energy Systems will be offering a Special Retirement Incentive Program to our employees eligible to retire. The eligible employees are in two categories: those who are at least age 50 and have 10 years of company service or those who are age 65 or more regardless of service. Because this Program does not target specific business units, it is very different from the Voluntary Reduction in Force Programs that the Company has historically offered.

The Special Retirement Incentive that the employees who elect this Program receive are as follows:

1. If the employee is currently eligible for an unreduced pension benefit (that is, they are age 65, age 62 and have 10 years of company service or their age and service equal 85), this Program will add 6 years to the employee's company service in the pension formula.

2. If the employee is currently eligible for a reduced pension benefit (that is, they are at least age 50 and have 10 years of company service), this program will add 3 years of age and 3 years of service in equal amounts. Once these additional years make an employee eligible for an unreduced pension benefit, any remaining age credits will be converted to service credit instead.

3. At termination, vacation will be paid as follows:

   (a) the employee will be paid for any unused vacation for 1994;

   (b) if the employee terminates on December 31, 1994, there will be no payment for 1995 vacation. This is an exception to the Policy Procedure set forth in PER-34, which ordinarily grants employees on the payroll as of December 31 rights to the next calendar year vacation.

4. If the employee's date of hire was December 31, 1965, or before, the employee will be paid termination allowance for service up to December 31, 1965 (December 31, 1966, for hourly employees represented by OCAW at the K-25 Site), in accordance with Policy Procedure PER-9. No layoff allowances will be paid for service on or after January 1, 1966 (January 1, 1967, for hourly employees represented by OCAW at the K-25 Site).

5. Employees terminating under this program will receive a lump sum payment that is the greater of one month's pay for each 10 years of service or $10,000. For example, if the employee has 19 years of service, this payment would be 1.9 times his or her monthly pay or $10,000 whichever is greater. Service means actual Company service since December 31, 1965 (December 31, 1966, for hourly employees represented by OCAW at the K-25 Site), and does not include any additional service credit awarded under this program.

This program is completely voluntary and the guidelines outlined below will help ensure the voluntary status of the elections made by the employees. These guidelines must be followed in responding to employee questions about this program.

- To provide accurate and consistent communication, please refer ALL questions to the Central Retirement Benefit Plans Office which opens May 9 at 701 Scarboro Road, Room 113. Their phone number is 241-5196.

- When the program is announced, do not imply in any way that employees who do not participate in this program will later be terminated anyway. Whether or not an employee elects the program will have no effect one way or the other on their future employment. To suggest otherwise could be construed as coercive.

- Supervisors should not encourage or discourage employees to elect or not elect the program. However, if employees have questions, the supervisor should encourage them to seek their own outside advisors (i.e., attorney, tax advisors, etc.).

- Supervisors should not advise any employees that they need not worry about future involuntary terminations.

The time limits set forth in the program are as follows:

Election Period **May 23, 1994 through July 8, 1994**

Termination effective dates will be set by the Company for each employee electing to participate in the program and will be the last day of a month beginning with an earliest date of July 31, 1994, and ending December 31, 1994. Termination dates will be assigned by the Company in accordance with programmatic needs.

Eligible employees will receive a letter at home which will contain a Retirement Agreement. Employees who elect to participate in the program must return the completed Agreement to their Site Benefit Plans Office no later than July 8, 1994. Do not accept these forms from your employees; they should be given only to the Site Benefit Plans Office.

After they turn in their requests, employees have ten (10) calendar days to change their minds. The ten (10) calendar-day period begins on the date the employee signs the election form.

After the ten (10) calendar-day period, the Agreement can be revoked only by mutual consent between the Company and the employee. Since only cases of severe hardship will be considered, it is anticipated that very few, if any, requests for revocation will be approved.

If you have any questions about the contents of this notice, please consult your Site Human Resources Director or your Benefit Plans Administrator.

RMW:HLW:hw

In order to more efficiently handle retirement and termination services during this period, a Central Retirement Benefit Plans Office has been located at 701 Scarboro Road, Room 113. The Center is open Monday through Friday from 7 a.m. until 5 p.m.. All benefits services related to the downsizing will be handled from this office. Their telephone number is 241-5196. Due to the level of benefit plans staffing effort that will be required to handle the downsizing, it is necessary to change the hours for the Oak Ridge site Benefit Plans offices to the following schedule:

Monday	7:30 a.m. - 3 p.m.
Tuesday	7:30 a.m. - 12 noon
Wednesday	7:30 a.m. - 12 noon
Thursday	7:30 a.m. - 12 noon
Friday	7:30 a.m. - 3 p.m.

The above schedule will begin on Monday, May 16, 1994, and will continue until August 22, 1994. Employees who cannot come to Benefit Plans during the above hours may call their site Benefit Plans office for an appointment.

In the event that not enough retirements are effected to account for the necessary employment reductions, involuntary reductions in force will be necessary. A workforce restructuring program aimed at providing assistance to displaced workers is being developed. Also a Career Center is operating to assist employees with career development and placement. The Career Center offers such services as job search correspondence and resume preparation, job search workshops, job listings and educational opportunities counseling. Satellite Centers have been established at the K-25 and ORNL sites. For initial assistance, employees at all sites should contact the main Center staff at Y-12 at 1-3670. The main Center is located in the Biology building at Y-12 (9207, Room 306) and is open from 7 a.m. till 5:30 p.m. The K-25 center is located at K-1001, Room B149, Phone 4-4368. The ORNL Center is located at 4500N, Room J247, Phone 1-5095.

Sincerely,

Mack Wilson

R. Mack Wilson
Vice President, Human Resources

RMW:HLW:ajf

MARTIN MARIETTA

RTIN MARIETTA ENERGY SYSTEMS, INC.

POST OFFICE BOX 2009
OAK RIDGE, TENNESSEE 37831

May 12, 1994

All Martin Marietta Energy System, Inc., Employees

Dear Employee:

1994 Downsizing Program

Due to continued budget reductions and changing Energy Systems missions, it is necessary to reduce the level of employment at the three Oak Ridge Sites and the Central and General Staffs that support them. At this time, we are estimating that it will be necessary to reduce approximately 1100-1400 Energy Systems positions by September 30, 1994.

In order to minimize the number of involuntary separations, the Company is offering a Special Retirement Incentive Program to our employees eligible to retire. Eligible employees include any Energy Systems employee who, by July 8, 1994, is at least age 50 with at least 10 years' company service credit or who is age 65 with any amount of company service credit. Employees eligible to participate in this program will be receiving a letter mailed to their home on May 16, 1994, which explains this benefit and gives them instructions on how to apply.

1. For those employees eligible for an unreduced pension benefit under the Energy Systems Retirement Plan (those age 65, age 62 with 10 years of company service, or with age and service equal to 85), the program will add 6 years to your company service for purposes of calculating your benefit under the Retirement Plan.

2. For those employees eligible for a reduced pension benefit under the Energy Systems Retirement Plan (those at least age 50 with 10 years of company service) who do not qualify for an unreduced pension benefit, the program will add up to 3 years of age and 3 years of service in equal amounts for purposes of calculating your benefit under the Energy Systems Retirement Plan. Once these additional years make the employee eligible for an unreduced pension benefit, any remaining age credits will be converted to service credits.

3. In addition to the increased pension benefit, employees who terminate under this program will receive a lump sum payment that is the greater of one month's pay for each 10 years of service or $10,000. (For example, if you have 19 years of service, this payment would be the greater of $10,000 or 1.9 times your monthly pay.) Service means actual company service since December 31, 1965 (December 31, 1966, for hourly employees represented by OCAW at K-25 Site), and does not include the additional service under the Special Retirement Incentive Program described above.

General Information Sessions to explain the program will be held at each site and at offsite locations beginning May 18, 1994. Sessions will also be held offsite in the evening for employees who are interested in bringing a family member. Employees eligible for this program should call 241-5196 to schedule attendance for one of these sessions.

ENERGY SYSTEMS IMPACTED POSITIONS

1994 REDUCTION IN PERSONNEL
IMPACTED JOB FAMILIES AND CLASSIFICATIONS

Y-12		ORNL		K-25	
Hourly (ATLC)		**Hourly (ATLC)**		**Hourly**	
Assemblyperson	1–23	Automotive Mechanic		Security Inspector/ Guard	
Boilermaker	0–3	Janitor		Operator/Chemical Operator	
Carpenter	2	Instrument Technician		Electrical Mechanic/ Electrician	
Cashier and Grill Attendant	1	Machinist		Maintenance Mechanic/Millwright	
Chemical Operator	1–15	Material Clerk		Instrument Mechanic	
Cleaner	6–9	Painter		Building Service Worker/Janitor	
Crane and Heavy Equipment Driver	1	Pipefitter		Ground Service Worker/Laborer	
Electrician	31	Truck Driver			
Electroplater	2–11				
Foundryperson	0–1				
Garage Mechanic	1				
Grounds Equipment Operator	1				
Heat Treater	0–1				
Insulator	1				
Iron Worker and Rigger	3				
Building Services Employee	9–14				
Laborer	3				
Machinist	79–115				
Materials Clerk	27–28				
Mobile Crane Operator	1				
Outside Machinist	10–12				
Painter	3				
Pipefitter	7				
RED Mechanic	7				
Sheetmetal Worker	11–14				
Steam Plant Operator	1				
Stationary Engineer	12				
Truck Driver	10				
Welder	14–15				
Inspector-Welding	2–4				
Subtotal ATLC	**247–350**	**Subtotal ATLC**	**28**	**Subtotal Hourly**	**50**
Hourly (IGUA)					
Security Police Officer/ Security Officer	12				
Subtotal Hourly	**259–362**	**Total Hourly**	**28**	**Total Hourly**	**50**

1994 REDUCTION IN PERSONNEL (Continued)

Y-12		ORNL		K-25	
Nonexempt		Nonexempt		Nonexempt	
Administrative Support	37–45	Administrative Support		Administrative Support	
Technical Support	66–86	Technical Support		Technical Support	
Subtotal Nonexempt	**103–131**	**Subtotal Nonexempt**	**25**	**Subtotal Nonexempt**	**70**
Exempt		**Exempt**		**Exempt**	
Managers/Supervisors	91–118	Administrative		Manager/Supervisor	
Technical Professionals	117–175	Scientific/Technical		Engineers	
Administrative Professionals	10–14	Managers/Supervisors		Scientists	
				Administrative Professionals	
				Technical Professional	
				Guard Officer	
Subtotal Exempt	**218–307**	**Subtotal Exempt**	**107**	**Subtotal Exempt**	**105**
Central and General Staff		**Central and General Staff**		**Central and General Staff**	
Salaried	Approx. 65–70			Salaried	Approx. 100
Total	**650–865**	**Total**	**160**	**Total**	**325**

Reduction In Force Notices Issued July 29, 1994

	Y-12	ORNL	K-25	Total
Hourly			26	26
Nonexempt	42			42
Exempt	26	7		33
Total	**68**	**7**	**26**	**101**

**LETTER DATED JUNE 13, 1994, FROM ORO MANAGER,
TO LIST OF IDENTIFIED STAKEHOLDERS**

Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

June 13, 1994

Distribution

The Department of Energy's 1994 revised guidelines (dated March 24, 1994) for restructuring the work force at its facilities were sent to you with my May 23, 1994, letter. The guidelines set out objectives for developing local work force restructuring plans to help minimize the impact of employment reductions on workers and surrounding communities.

A "rough" draft of the 1994 Oak Ridge Operations Work Force Restructuring Plan is enclosed for your review. We are sending this to a broad cross section of community organizations and individuals in order to obtain additional input from the community before it is finalized. Your suggestions for any modifications or additions to the Plan may be provided to either Bill Truex of my staff (telephone 615-576-0662, fax 615-576-6964), or Don Bagwell of the East Tennessee Economic Council (telephone 615-483-1321, fax 615-483-1678). The East Tennessee Economic Council is assisting the Department of Energy with the Plan by coordinating the community consultation process.

A revised final draft must be submitted to Department of Energy Headquarters in early July; therefore, your comments are needed as soon as possible, but no later than June 23, 1994. If you intend to provide input but are unable to provide it by June 23, please let us know and we will work with you. If you have a question about anything in the Plan, please call Bill Truex.

For your information, additional copies of the draft Plan have also been placed in the Department of Energy Public Reading Room, in Room 112 of the

Turnpike Building, 55 Jefferson Circle, in Oak Ridge (hours are 8-11:30 a.m., and 12:30-5 p.m., Monday through Friday; the telephone number is 615-241-4780). We appreciate your involvement in this process and look forward to receiving your comments.

Sincerely,

Joe La Grone
Manager

Enclosure

LETTER TO ORO MANAGING AND OPERATING CONTRACTORS

Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

June 21, 1994

Mr. Daniel Standley
Director, Human Resources
Oak Ridge Associated Universities
Post Office Box 117
Oak Ridge, Tennessee 37831-0117

Dear Mr. Standley:

JOB OPPORTUNITIES BULLETIN BOARD SYSTEM (JOBBS)

This is to remind you that hiring preference for all Department of Energy (DOE) contractor employees displaced by restructuring at defense facilities is mandated by section 3161 of the National Defense Authorization Act for FY-93. To facilitate compliance, DOE Headquarters has developed a data system for job openings and displaced worker resumes in order to eliminate the need for slower and less efficient paper exchange.

The Job Opportunities Bulletin Board System (JOBBS) is designed and operated by BDM Federal, Inc., which successfully operates a similar system for the Department of Defense. Over the past several months, BDM has visited a number of major sites, and has sent a User Guide and made telephone contact with all Department of Energy (DOE) field offices and Management and Operating contractors. The system is user friendly and has been fully operational for over three weeks, but fewer than ten contractors have submitted any job or applicant data. Telephone contacts reveal that there are very few technical obstacles to loading data, but that many contractors believe that their use of the system is optional.

DOE cannot comply with section 3161 unless displaced workers who are interested in employment with other contractors are given consideration for job openings at any DOE contractor facility (defense or non-defense) which are being filled by outside hire. In the development of Work Force Restructuring Plans, stakeholders have been told that hiring preference would be extended to eligible displaced employees of contractors and subcontractors. Your active involvement is essential for DOE to meet this commitment.

Please let us know if there are any obstacles that have prevented you from submitting data thus far. For technical assistance, your representative should contact Lew Henderson of BDM directly on (408) 649-3880 in order to quickly resolve problems.

Please contact Chris Hill if you have any questions, and notify us by June 27, 1994, of any problems you have experienced.

Sincerely,

J. Christopher Hill /for

William A. Truex, Chief
Industrial Personnel Branch

SALARIED REDUCTION IN FORCE SELECTION PROCESS

PROCESS FOR INVOLUNTARY REDUCTION IN FORCE 1994

The following methodology would be applied in developing the list of exempt and nonexempt salaried employees to be candidates for involuntary reduction in force (RIF).

1. Funding Authorization Approval and Mission Scope

   a. Following approval of the FY 1995 budget submission, an assessment will be made of the work to be performed, based on mission scope and direction.

   b. Business Management will determine the FTE head count that can be supported by the budget. From this, the number of excess FTEs for the site/organization are determined.

   c. Management will apportion surplus FTE head count across the organizations, based on mission objectives.

2. Organization Managers determine positions subject to RIF, based on an assessment of the skills/personnel requirements necessary to accomplish organizational objectives in support of the mission.

   a. Identify where surplus positions exist.

   b. Identify surplus positions by payroll and job categories.

   c. Identify, with Staffing, openings for potential placement.

3. An initial low-to-high ranking of employees shall be developed for each impacted peer group. The ranking is for the purpose of assessing an employee's relative potential for retention based on work to be performed. Management will establish the "musts" and "wants" for each peer group within the organizaton based upon established job specifications. If "wants" are weighted, they must be applied consistently within each peer group.

   The following guidelines should be used in determining potential for retention:

   a. Possession of critical skills (uniqueness or importance of specialty to the organization/component/installation). Note: Critical skills that can be obtained through short-term training should be identified.

   b. Performance reviews over the past 3 years, including overall accomplishments in meeting program objectives, and demonstrated ability.

   c. Education/training relevant to the job.

   d. Transferability of job skills.

   e. Length of service with the Company.

   f. Time in position.

PROCESS FOR INVOLUNTARY REDUCTION IN FORCE 1994 (Continued)

4. "Layoff Comparison" forms are completed by organization manager for each employee being considered for RIF within each organization. Forms compare employee to be RIFed with peers (list peers in order low - high) to be retained. A sample of the "Layoff Comparison" form is attached.

5. Organizations that have employees in the same or similar impacted peer groups are identified.

6. Joint meetings are held between those site or functional organizations having employees with the same or similar jobs to validate RIF candidates across organizations. Utilize guidelines on page one in making these comparisons.

7. Joint Layoff Comparison Forms are prepared for the site/functional organization.

8. Detailed justification is required for an individual in any protected category who is identified for layoff. Adverse impact analyses will be conducted in all such cases.

9. A RIF Review Board will be established to review and approve line management decisions regarding employees to be RIFed.

   - The RIF Review Board will be composed of the following, and any additional members established by the Board:

     - Human Resources Director - Chair
     - Workforce Diversity Manager
     - Staffing Manager
     - Labor Relations Manager
     - Compensation Manager
     - Line Manager, not in organization being reviewed

10. The purpose of the RIF Review Board is to ensure fairness, equity, consistency, and defensibility of RIF decisions.

11. Organization Managers submit layoff list and Layoff Comparison Forms and Summary Forms to the RIF Review Board 10 days in advance of scheduled Board meeting.

12. Responsible organization manager will present rationale/justification for RIF decisions to Board.

13. Organization Managers may appeal Board decisions to the Vice President, Human Resources and Organization Vice President within 5 days.

14. Review layoff decisions to determine if they have resulted in any adverse impact.

15. Layoff list is prepared.

16. Layoff notices will not be distributed until the Board has given final approval.

Attachment: Sample Layoff Comparison Form

1994 LAYOFF COMPARISON

Date_____

Site_____

Organiz./Dept. _____

Scheduled Layoff Date_____

Name	Job Title	Salary Grade	EEO Job Code	Job Function/ Skills Specialty	Time in Position	Performance Ratings			Yrs Serv	Age	Race	Sex	Educ Level	Educ Field
						93	92	91						
Layoff Candidate														
Employee Comparison: Lowest to Highest (include layoff candidate where appropriate within this comparison)														

Describe Job Duties of Layoff Candidate:

_____

_____

_____

Reason why this person is layoff candidate (For employees in protected class, provide detailed justification as to why they were selected):

_____

_____

_____

_____

APPROVALS

_____

Organization Manager **Date**

_____

RIF Review Board Chair **Date**

LETTERS FROM OAK RIDGE WASTE MANAGEMENT ASSOCIATION AND THE TENNESSEE VALLEY AUTHORITY

Oak Ridge
Waste Management Association
P.O. Box 5483 • Oak Ridge, TN • 37831-5483 • (615) 483-9979

JUL 18 1994

July 14, 1994

Mr. Bill Truex, Branch Chief
Industrial Personnel
U.S. Department of Energy - Oak Ridge
P.O. Box 2001
Oak Ridge, TN 37831

Dear Mr. Truex:

The Oak Ridge Waste Management Association (ORWMA) conducted a survey of 12 member companies. More firms were not surveyed due to time constraints. The purpose of the survey was to gather information on the potential for retrainees entering internships with ORWMA member companies at the completion of the classroom phase of the Environmental Retraining and Internship Program (EnRI). The survey included a diverse sampling of companies according to size. The survey received 24 "pledges" to take interns beginning mid-October, 1994. A "pledge" denoted a company had a high level of confidence in being able to accept an intern based on present manpower projections and fund status.

The Competitive process to select interns and the goal of regular employment upon completion of the internship is integral to the EnRI Program design. The ORWMA and other organizations, through participation in program design, have taken measures to increase the likelihood of placing all interns with member companies. Measures include establishing applicable selection criteria, participation in the upcoming job fair, phone calls and visits to member companies, information meetings, letters of support, and design of an internship/mentor orientation. While internship or regular employment can not be guaranteed, the ability for private industry to accept up to 60 interns is a reasonable projection, considering the outcome of the above mentioned survey. If you have any questions I can be reached at 615-482-7440.

Sincerely,

Gary Santini

Gary Santini
President

Tennessee Valley Authority, 400 West Summit Hill Drive, Knoxville, Tennessee 37902-1499

July 21, 1994

Mr. R. M. McAfee
Hazardous Waste Remedial Actions Program
Martin Marietta Energy Systems, Inc.
831 Tri-County Boulevard
Oliver Springs, Tennessee 37831-7606

Dear Mr. McAfee:

TVA PARTICIPATION IN ENVIRONMENTAL RETRAINING INTERNSHIP (EnRI)

The Tennessee Valley Authority (TVA) is pleased to participate in the EnRi activities as a member of the Oak Ridge Environmental and Training Alliance (OREETA).

We feel that the internship component of the EnRi program is significant to enhancing an individual's employability. Provided sufficient funds are available, TVA will be pleased to serve as a host for certain internship opportunities through our Community College Environmental Consortium (CCEC). These opportunities will be centered around specific on-the-job activities and experiences. The interns will be guided through customized work tasks which relate back to their academic training.

We applaud you for your outstanding work on this project and look forward to working with you and other members of OREETA in the future.

Sincerely,

Wm. Carroll Marsalis
Environmental Training

TOTAL P.01

TOTAL P.02

LETTER FROM TENNESSEE DEPARTMENT OF LABOR

STATE OF TENNESSEE
DEPARTMENT OF LABOR
Employment & Training Division
Gateway Plaza
4th Floor, 710 James Robertson Parkway
Nashville, Tennessee 37243-0658, (615) 741-1031

MEMORANDUM

TO: Former Employees of Martin Marietta Energy Systems, Inc. (Y-12)

FROM: John Bostic JB

DATE: July 22, 1994

SUBJECT: Benefits for Dislocated Workers

The Economic Dislocation and Worker Adjustment Assistance Act (EDWAAA) was established for workers who have lost their jobs through no fault of their own. The EDWAAA legislation provided dislocated workers with a variety of services that include re-employment and retraining assistance.

If you are interested in obtaining more information about EDWAAA, please fill out the enclosed questionnaire and place it in the same envelope in which you received it. Please bring this envelope with you to the mass meeting scheduled for September 28, 1994. The time and location of this meeting will be given to you as soon as it is confirmed. The questionnaire information will be held in confidence.

Thank you for returning your questionnaire and we encourage you to attend the mass meeting mentioned above.

JB/jb

Enclosure

cc: SDA 4

RETRAINING PROGRAMS CURRICULA

LISTING OF COURSES

Appendix Page No.

Appendix Page No.

RETAINED WORK FORCE TRAINING

1. HIGH VOLTAGE ELECTRICAL TRAINING

Course: **1993 National Electric Code**

Description: Minimum standards for designing, installing, and maintaining electrical wiring systems.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	N/A	Electricians

Course: **High-Voltage Switching and Safety**

Description: Safety requirements and Lockout Tagout will be fully covered along with switching devices and switching methods.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **High-Voltage Safety**

Description: This is a comprehensive safety class that will teach and show students how to avoid electrical hazards by using special precautionary techniques, personal protective equipment, insulating and shielding materials, and proper insulated tools.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **High-Voltage Distribution and One Line Drawings**

Description: The course will cover high-voltage distribution systems and one-line drawings with emphasis on the Y-12 system. The course will cover safety, voltages, breakers, switches, transformers, relays, etc. as they pertain to operating and maintaining the plant power distribution system.

Duration	Taught by	On-the-job training	Targeted audience
80 hours	Energy Systems	Energy Systems (actual)	Electricians

Course: **Motor Contractors and Starters**

Description: In-depth study of motor and control circuits, how to safely troubleshoot and repair these circuits, and safe methods to lock out these circuits.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **Circuit Breaker Maintenance**

Description: This course will concentrate on the most popular types of switchgear (both air and vacuum). Students will learn all aspects of maintenance and testing for the different types of breakers.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **Transformers**

Description: Theory, maintenance, and testing of transformers. Transformer tests will include power factor, winding, insulation, and ratio.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **Cable Testing**

Description: Cable construction, principles of testing, and evaluation of test results will be covered.

Duration	Taught by	On-the-job training	Targeted audience
16 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **Cable Splicing and Termination**

Description: Hands-on course covers the skills necessary to perform splices and terminations of various types of medium voltage cables.

Duration	Taught by	On-the-job training	Targeted audience
16 hours	Energy Systems	Energy Systems (Lab)	Electricians

Course: **Protective Relays**

Description: Theory and the operation and maintenance of protective relays, circuit breakers, and other protective devices.

Duration	Taught by	On-the-job training	Targeted audience
24 hours	Energy Systems	Energy Systems	Electricians

***Course*: Watt-hour Meter Maintenance**

Description: Basic theory, design, and construction of meters. Emphasis will be on safety, visual and mechanical inspections, test methods, and record keeping.

Duration	Taught by	On-the-job training	Targeted audience
32 hours	Contractor	N/A	Electricians

***Course*: Motor Testing and Maintenance**

Description: Motor theory and construction. Maintenance techniques such as alignment, bearings, and commutator maintenance will be covered.

Duration	Taught by	On-the-job training	Targeted audience
32 hours	Contractor	Energy Systems	Electricians

***Course*: High-Energy Safety**

Description: High-energy electrical safety, potential hazards, and safety precautions relating to OSHA compliance.

Duration	Taught by	On-the-job training	Targeted audience
32 hours	Contractor	Energy Systems	Electricians

2. ADVANCED ELECTRONICS TRAINING

***Course*: Radiation Monitoring Instruments**

Description: Short vendor-specific courses covering Eberline Half, Full, and Hand monitors.

Duration	Taught by	On-the-job training	Targeted audience
180 hours	Vendor	Energy Systems	Electricians

Course: **PIDAS Security Systems**

Description: Vendor-specific (Perkin-Elmer) to cover computer systems related to the PIDAS Security system.

Duration	Taught by	On-the-job training	Targeted audience
240 hours	Vendor (120 hours)	Energy Systems (120 hours)	Electricians

Course: **VAX Computer Systems**

Description: A series of vendor-specific courses for maintaining and repairing VAX computer systems. These will include Microvax II, Microvax III, Vax stations, and Vax clusters.

Duration	Taught by	On-the-job training	Targeted audience
240 hours	Vendor (120 hours)	Energy Systems (120 hours)	Electricians

Course: **Transportation Safeguards Division (TSD) Specific Training**

Description: A series of vendor specific courses for maintaining and repairing the radar, radio, and microprocessor systems in the transportation and tracking equipment. These include Global Systems (GPS), Microprocessor Radio Control Systems, and Microprocessor controls for the Garage Mechanic.

Duration	Taught by	On-the-job training	Targeted audience
240 hours	Vendor (180 hours)	Energy Systems (60 hours)	Electricians

Course: Microprocessor Machine Control Systems

Description: A series of vendor-specific courses for machine control. These will include Feranti\Sciaky Weld 2000, CinnMila A850MC, Allen Bradley 6/260, GenNum 6TC, GE\Fanuc Servo Drive, and Allen Bradley 1391 AC Servo Controller.

Duration	Taught by	On-the-job training	Targeted audience
320 hours	Vendor (240 hours)	Energy Systems (80 hours)	Electricians

3. MECHANICAL MAINTENANCE TRAINING

Course: **Air Conditioning and Refrigeration**

Description: Advanced short courses will deal with alternate refrigerants, disposal of refrigerants, and retrofitting equipment to meet the clean air act of 1990.

Duration	Taught by	On-the-job training	Targeted audience
120 hours	Energy Systems or Vendor (80)	Energy Systems (40 hours)	ACR mechanic

Course: **Steam Systems, Hydraulics, Cross Connections on Water Systems, and Backflow Preventors**

Description: Vendor-specific courses that cover installation, maintenance and repair of specific valves, pumps, regulators, and compressors. These courses will be used to qualify our enriched uranium workers.

Duration	Taught by	On-the-job training	Targeted audience
200 hours	Energy Systems or Vendor (160 hours)	Energy Systems (40 hours)	Mechanical craft workers

Course: **Welding Inspector Training**

Description: Fundamentals of welding inspection, metallurgy, destructive and nondestructive testing, welding mathematics, record keeping, ultrasonic radiography, and codes and standards. This course prepares a person to take the American Welding Society Certified Welding Inspector Test.

Duration	Taught by	On-the-job training	Targeted audience
44 hours	Community College	N/A	Welders and weld inspectors

4. MAINTENANCE CRAFT APPRENTICE PROGRAM

The curriculum will be based on existing craft guidelines for each individual craft and approved by the Department of Labor's Bureau of Apprentice and Training.

Pipefitter

Type	Duration	Topic
Classroom	12	Heritage Program
Classroom	24	Use and Care of Tools
Classroom	18	Pipe Materials, Fittings, Valves, Hangers, Supports, and Fasteners
Classroom	18	Job Safety and Health
Classroom	18	Soldering and Brazing
Classroom	18	Oxy-Acetylene Cutting
Classroom	54	Mathematics: Math Review Formulas, Pipe Measurements
Classroom	24	Rigging and Signaling
Classroom	30	Drawing Interpretation, Technical Drawing, Isometric Drawing
Classroom	117	Science
Classroom	24	Drawing Interpretation Building Plans
Classroom	30	Basic Electricity
Classroom	39	Mathematics: Pipe Measurements Two
Classroom	84	Water Supply G-1 through G-7
Classroom	63	Drainage H-1 through H-5
Classroom	27	Pumps and Steam Systems

Classroom	27	Steam Systems II
Classroom	27	Hydronic Systems I
Classroom	54	Pipe Drafting and Blueprint Reading
Classroom	27	Electricity
Classroom	27	Hydronics Systems II
Classroom	36	Pneumatic Controls
Classroom	98	Advanced Plan Reading
Classroom	69	Plumbing Fixtures and Appliances
Classroom	54	Gas Installation
Classroom	54	Plumbing Code
Classroom	34	Special Purpose Installations
Classroom	15	A Guide to Service Work
Classroom	18	Introduction to Industrial Pipefitting and Power Piping
Classroom	36	Introduction to Start, Test, and Balance
Classroom	54	Instrumentation and Process Controls
Classroom	30	Valve Maintenance and Repair

Air Conditioning and Refrigerator (AC&R) Mechanic

Air-conditioning/refrigeration mechanic apprentices complete approximately 400 hours of courses from the pipefitter apprentice program. This is combined with 808 classroom hours related to AC/R and 40 hours of safety training.

Type	Duration	Topic
Classroom	808.0	Mathematics
Classroom		Making Measurements
Classroom		Reading Blueprints and Schematics
Classroom		Using Hand and Power Tools
Classroom		Working with Metals and Nonmetals
Classroom		Developing Troubleshooting Skills
Classroom		Welding Principles and Practices
Classroom		Industrial Rigging
Classroom		Basic Pneumatics
Classroom		Introduction to AC&R Systems

Classroom		Refrigerants and Refrigerant Oils
Classroom		AC&R Compressors and Evaporators
Classroom		Condensers and Cooling Towers
Classroom		AC&R Piping Systems
Classroom		Air Handling Systems for Air Conditioning
Classroom		Basic AC Control Equipment
Classroom		Control Systems for AC&R
Classroom		Installation and Maintenance Pipefitting
Classroom		Installation and Maintenance of Tubing and Hose
Classroom		Install and Maintain Valves and System Protection
Classroom		Installation and Maintenance of Bearings
Classroom		Troubleshooting Air Conditioning and Refrigeration Systems
Classroom	40.0	Safety and Outfitting
Total hours	**848.0**	

Outside Machinist

Metals and Nonmetals (Total time = 40 hours)

Type	Duration	Topic
Metals 1	2	Introduction to Metals and Metallurgy
Metals 2	4	Properties of Metals and Manufacturing Processes
Metals 3	4	Composition and Uses of Iron and Steel
Metals 4	2	Understanding Heat Treatment
Metals 5	8	Applications of Copper, Aluminum, Magnesium, Lead, Nickel, and Other Metals
Nonmetals 1	2	Introduction to and Frequently Used Nonmetals
Nonmetals 2	6	Properties and Characteristics of Plastics, Rubber, and Wood
Nonmetals 3	4	Commonly Used Construction and Insulating Materials
Nonmetals 4	8	Protective Materials, Adhesives, Industrial Chemicals, and Carbon Packing Materials

Elements of Mechanics (Total time = 20 hours)

Type	Duration	Topic
Mechanics 1	6	Forces, Motion, Work, Energy, and Fluid Mechanics Applications
Mechanics 2	4	Machine and Machine Elements
Mechanics 3	4	Measurement Tools and Instruments
Mechanics 4	6	Power Tool Guides, Fastener Types, Friction, and Wear

Develop Troubleshooting Skills (Total time = 30 hours)

Type	Duration	Topic
Skills 1	4	Troubleshooting Skills, Aids, and Importance in Maintenance
Skills 2	8	Troubleshooting Techniques, Working with Others, Routine and Emergency Repairs
Skills 3	4	Using Drawings, Schematics During Preparation for Troubleshooting and Problem Solving
Skills 4	8	Solving Electrical and Mechanical Equipment/System Problems
Skills 5	6	Practices for Good Breakdown and Planned Maintenance

Welding Principles and Practices (Total time = 16 hours)

Type	Duration	Topic
Welding 1	4	Fundamentals of Welding and Weld Joints
Welding 2	6	Basic Welding of Ferrous and Nonferrous Metals
Welding 3	6	Basic Process of Brazing and Soldering

Industrial Rigging (Total time = 16 hours)

Type	Duration	Topic
Rigging 1	4	Rigging Tools, Systems, Load Calculation and Practices
Rigging 2	4	Inspection and Safe Use of Wire, Rope, Slings, Fiber and Synthetic Rope and Chains
Rigging 3	4	Industrial Hoists and Cranes
Rigging 4	4	Inspection and Safe Use of Scaffolds and Ladders

OSHA Hazard Communication and Plant Health and Safety (Total time = 30 hours)

Topic: OSHA Standards, Chemical Hazards Information, MSDS, Health and Safety Responsibilities and Procedures

Lubrication (Total time = 40 hours)

Type	Duration	Topic
Lube 1	16	Principles of Lubrication and Typical Lubricant Characteristics
Lube 2	4	Bearing Lubrication, Different Additives, and Lubricating Actions
Lube 3	4	Oils and Their Applications
Lube 4	6	Greases and Dry-Film Lubricants Applications
Lube 5	8	Lubrication Systems, Methods, Storage and Handling Procedures

Drives (Total time = 20 hours)

Type	Duration	Topic
Drives 1	10	Common Mechanical Drive Couplings
Drives 2	10	Types and Uses of Belt and Chain Drives

Power Transmissions (Total time = 20 hours)

Type	Duration	Topic
Transmission 1	10	Speed Reducers Application and Maintenance
Transmission 2	10	Types of Gears, Brakes, and Driving Motors

Shaft and Equipment Alignment (Total time = 40 hours)

Type	Duration	Topic
Align 1	20	Installation and Alignment of Shaft Couplings
Align 2	20	Belt, Gear and Coupling Drives Arrangements and Maintenance

Equipment Installation (Total time = 30 hours)

Topic: Plant Equipment Installation Procedures, Site Preparation, Moving, Setting Anchoring, Leveling, and Operation

Bearings and Valves (Total time = 60 hours)

Type	Duration	Topic
Bearings 1	10	Bearing Classifications and Shafting
Bearings 2	15	Characteristics of Various Bearing Types
Bearings 3	15	Bearing Installation and Maintenance
Valves 1	10	Valve Types, Selection and Actuators
Valves 2	10	Valve Components and Applications

Air Handling Systems (Total time = 30 hours)

Type	Duration	Topic
AH 1	10	Principles of Air Movement, Pressure, and Power Relationships
AH 2	10	Fan Types and System Characteristics
AH 3	10	Air Filtration, Testing, and Balancing

AC&R Compressors/Evaporators (Total time = 30 hours)

Type	Duration	Topic
AC&R Compressors	15	Compressor Types, Application and Maintenance
AC&R Evaporators	15	Evaporator Types, Performance Cleaning and Maintenance

Power Plant Operations (Total time = 40 hours)

Type	Duration	Topic
Power Plant 1	20	Basic Steam Generation Systems, Equipment and Operations
Power Plant 2	20	Transforming Energy to Work, Combustion, Boiler Operation/ Maintenance and Auxiliaries

Pump Principles and Troubleshooting (Total time = 50 hours)

Type	Duration	Topic
Pump 1	20	Basic Pumping Concepts and Pump Types
Pump 2	10	Maintaining Packing and Seals
Pump 3	8	Maintaining and Overhauling Centrifugal Pumps
Pump 4	12	Maintaining and Overhauling Rotary and Positive Displacement Pump

Condensers and Cooling Towers (Total time = 10 hours)

Topic: Discuss How Air-Cooled, Water-Cooled, and Evaporative Condensers Operate, are maintained, and repaired. Function and Maintenance of Cooling Tower System

Principles of Process Control (Total time = 10 hours)

Type	Duration	Topic
Process 1	10	Introduces Language, Symbols, Principles of Process Control Loops in Industry; Provides Key Elements of Control Measurement

Hydraulic Principles/Troubleshooting (Total time = 58 hours)

Type	Duration	Topic
Hydraulics 1	10	Principles of Hydraulics and Fluids
Hydraulics 2	20	Strainers, Filters, Reservoirs, Pumps, Piping, Tubing, Valves, Cylinders
Hydraulics 3	28	Typical Troubleshooting Procedures, Inspections, and Repairs

Pneumatic Principles (Total time = 40 hours)

Type	Duration	Topic
Pneumatics 1	10	Pneumatic Principles and Compressor Operation
Pneumatics 2	10	Primary and Secondary Air Treatment
Pneumatics 3	20	System Troubleshooting, Components, and Operation

Conserving Energy in Mechanical Systems (Total time = 20 hours)

Topic: Causes and Effects of Friction, Wear, Vibration, and Discussion of Efficient Operation of Material Handling Systems, Elevators, Pumps, Blowers, etc.

Vacuum Leak Detection (Total time = 20 hours)

Topic: Leak Detection Analysis and Correction

Field and Shop Practices (Total time = 40 hours)

Type	Duration	Topic
Shop Practice 1		Review of Common Types of Power Tools in Maintenance Shops How to Lay Out and Set Up a Job How to Use Measuring Equipment Sheetmetal Work and Fabricating Machinery
Shop Practice 2		Specific Skills Required to Perform Maintenance Repairs/Modifications in a Safe and Efficient Manner

Preventive and Predicative Maintenance (Total time = 30 hours)

Topic: Basic Concepts of Preventative/Predictive Maintenance Programs; Their Applications, Refinement, Control, and the Cost Benefits

Total Hours (Core material only) = 848 hours)

Carpenter (Total Hours: 2749)

Installation (Total time = __ hours)

Type	Duration	Topic
		Modular Furniture/Partitions
		Doors/Hardware
		Ceilings
		Flooring
		Molding/Trim
		Concrete Formwork
		Drywall
		Paneling
		Jams and Casings
		Walls, Floor Framework
		Cabinetry
		Building Insulation
		Fencing

General Shop (Total time = __ hours)

Type	Duration	Topic
		Cabinetry
		Mold Fabrication
		Plastics
		Shipping Containers
		Millwork

General Building Maintenance (Total time = __ hours)

Type	Duration	Topic
		Windows/Doors
		Soffitt
		Overhangs/Canopies
		Gutters
		Roofs (Flat and Shingle)
		Siding
		Signs

Miscellaneous (Total time = __ hours)

Electrician (Total Hours: 700)

Requirements for the electrical apprentice include 700 hours of classroom instruction and 5400 hours of on-the-job work experience. Energy Systems workers receive credit for 2 years of on-the-job (OJT) training, which reduces their OJT hours required to 3240.

Electrician–Year One (Total time = 253 hours)

Type	Duration	Topic
Classroom	8.0	Introductory Topics, Apprenticeship Requirements, Study Principles
Classroom	9.5	Safety Program, Tools
Classroom	18.5	Ladder Safety, Fastening Devices, Electrical Shock, Working Overhead, Hoisting Overhead Loads, Wire Connectors

Classroom	11.5	Introduction to Trigonometry, Fractions, 90° Stubs, Kicks and Offsets
Classroom	11.0	Metric System, Electron Theory, Equations
Classroom	9.0	Ohm's Law, Square Root, Power Electrical and Electronics Devices, Series Circuits
Classroom	11.0	High-Voltage Safety, Ratio and Proportion, Voltage Divider Circuits, Power in Series Circuits
Classroom	11.0	Parallel Circuits, Combination Circuits
Classroom	10.0	Voltage Polarity and Voltage Drop, Magnetism and Electromagnetism, Applications of DC Theory, Aluminum Conductors
Classroom	9.0	Overcurrent Protection Devices, Ground Fault Interrupters, National Electrical Code
Classroom	7.0	Blueprint Reading
Classroom	13.5	Plans and Specifications, Symbology, Residential Wiring
Classroom	6.0	Code Skills Evaluation, Drug Abuse
Classroom	19.0	Plan/Build/Use
Classroom	13.0	DC and AC, Circuit Calculations, Three- Phase AC
Classroom	14.0	Inductance, Capacitance
Classroom	11.0	RL Circuits, RC Circuits, LC Circuits
Classroom	12.0	LCR Circuits
Classroom	19.0	Transformers, Electrical Test Instruments, DC Meters, Rectifiers
Classroom	10.0	Conduit Bending, Wiring Methods
Classroom	17.5	Review and Examinations

Electrician-Year Two (Total time = 244 hours)

Type	Duration	Topic
Classroom	12.0	Circuit Calculations, Electrical Component Protection, Conductor Ampacity, Cable Assemblies
Classroom	11.0	Boxes and Fittings, Range Loads
Classroom	12.0	Cost Awareness, Commercial Specifications
Classroom	13.0	Commercial Prints
Classroom	10.0	AC Theory Review, Kirchhoff's Laws, Thevenin's and Norton's Theorems, Semiconductor Diode, Zener Diode
Classroom	24.0	Transducers, Transistors, SCR Applications, Amplifiers
Classroom	11.0	Faults, Grounding
Classroom	14.0	Equipment Grounding
Classroom	20.0	Earth Testing/Principles and Methods
Classroom	12.5	Transformers II
Classroom	14.5	Lighting, Branch Circuits, Fuses, Circuit Breakers
Classroom	12.0	Industrial Specifications and Prints
Classroom	12.5	Transformer Overcurrent Protection
Classroom	14.5	Motor Branch Circuits
Classroom	12.0	Cords, Cable, Wiring
Classroom	11.5	Special Occupancies
Classroom	10.0	Motors
Classroom	17.5	Review and Examination

Electrician-Year Three (Total time = 203 hours)

Type	Duration	Topic
Classroom	17.0	Power Harmonics, Power Quality
Classroom	13.0	Single Phase Power Supplies
Classroom	15.5	SCRs, Triacs and Diacs, Amplifiers
Classroom	9.0	Multistage Amplifiers
Classroom	10.0	Digital Logic Elements, Digital Switching Circuits, Digital Control, Fiber Optics
Classroom	15.0	Wound-Rotor Motor Controls, Synchronous Motor Controls, Clutches and Drives, Motor Control Applications
Classroom	10.0	Fire Alarm Installation, Maintenance, Troubleshooting
Classroom	8.0	Process Control
Classroom	10.0	Proportional Control, Derivative Control
Classroom	10.0	Telecommunications
Classroom	10.0	High Voltage Testing
Classroom	10.0	General, Fluorescent Lighting, Lightning Protection
Classroom	10.0	Air Conditioning/Refrigeration
Classroom	10.0	Cable Faults
Classroom	10.0	Security Systems
Classroom	10.0	Programming Devices
Classroom	8.0	Shift Registers and Sequencers
Classroom	17.5	Review and Examination

Insulator (Total Hours: 604)

Year One (Total time = 320 hours)

Reading Blueprints

Type	Duration	Topic
Classroom	20.0	Introduction to Blueprints, Machine Parts, Machine Drawings, Sheetmetal Drawings, Building Drawings, Hydraulic/Pneumatic Drawings, Piping/Plumbing Drawings, Electrical Drawings, Air Conditioning/ Refrigeration Drawings, Sketching

Reading Schematics and Symbols

Type	Duration	Topic
Classroom	20.0	Introduction to Schematics and Symbols, Symbols on Schematics, Electrical Symbols and Diagrams, Piping Symbols and Diagrams, Hydraulic/Pneumatic Symbols and Diagrams, Air Conditioning/ Refrigeration Systems, Welding and Pining Symbols

Using Mathematics

Type	Duration	Topic
Classroom	20.0	Whole Numbers, Common Fractions, Decimal Fractions, Ratios and Proportion, Powers and Roots, Calculators, Geometry, Algebra, Using Formulas, Trigonometry

Making Measurements

Type	Duration	Topic
Classroom	20.0	Units of Measurement, Metric Measurement, Linear Measurement, Comparison and Surface Measurement, Measuring Bulk Materials, Measuring Motion, Measuring Forces, Measuring Temperature, Measuring Fluids, Measuring Electricity

Working with Metals

Type	Duration	Topic
Classroom	20.0	Introduction to Metals; Properties of Metals; Manufacturing Processes; Iron and Steel; Standard Steel; Heat Treatment; Copper; Aluminum and Titanium; Lead, Nickel, and Zinc

Working with Nonmetals

Type	Duration	Topic
Classroom	20.0	Introduction to Nonmetals, Plastics, Rubber, Wood, Construction Materials, Paints and Coatings, Industrial Chemicals, Adhesives, Carbon

Using Hand Tools

Type	Duration	Topic
Classroom	20.0	Measuring Tools; Wrenches and Screwdrivers; Pipefitting Tools; Plumbing Tools; Electrician Tools; Woodworking Tools; Masonry, Plastering and Glazing Tools; Sheetmetal Work Tools; Metal Working Tools; Hoisting and Pulling Tools

Using Portable Power Tools

Type	Duration	Topic
Classroom	20.0	Electric Drills; Electric Hammers; Pneumatic Drills and Hammers; Screwdrivers, Nut Runners, and Wrenches; Linear-Motion Saws; Circular Saws; Routers and Planners; Electric Sanders; Grinders and Shears; Tool Sharpening

Industrial Rigging

Type	Duration	Topic
Classroom	14.0	Introduction to Rigging; Wire and Ropes, Slings; Chains, Metal-Mesh Slings; Fiber Ropes and Webbing Slings; Industrial Hoists and Cranes; Operating Practices; Scaffolds and Ladders

Welding

Type	Duration	Topic
Classroom	20.0	Fundamentals of Welding, Gas Welding Equipment, Arc Welding Equipment

Cutting and Burning **(Total time = 8 hours)**

Piping Systems **(Total time = 20 hours)**

Reducing Energy Losses in Buildings

Type	Duration	Topic
Classroom	10.0	Heat Flow Principles, Heat Loss/Gain Through Roofs, Minimizing Heat Flow Through Walls, Heat Loss/Gain Through Windows and Doors, Controlling Losses Through Floors

Safety/Outfitting

Type	Duration	Topic
Classroom	10.0	OSHA Hazard Communication Standards, Protecting Your Health and Safety in the Y-12 Plant, OSHA Craft-Related Standards, Health: Personal and General, Outfitting (Clothing, Lockers, Tools, etc.)

Year Two (Total Hours: 320)

Theory and Applications

Type	Duration	Topic
Classroom	120.0	Heat Transfer, Moisture Effects on Insulation, Characteristics of Piping, Plumbing Systems, Chill Water Systems, Refrigeration/Cryogenic Systems, Specialty Pipe Systems, Air Duct Systems, Boilers and Hot Equipment, Refrigeration Machines/Equipment, Air Handling Apparatus

Insulation Materials

Type	Duration	Topic
Classroom	120.0	Pipe and Fitting Insulations, Duct and Apparatus Insulations, Hot and Cold Equipment Insulations, Interior Finishes, Exterior Finishes, Fasteners for Insulation, Adhesive for Insulation, Material Specification Guide

Insulation Procedures

Type	Duration	Topic
Classroom	120.0	Material Storage and Handling; Pipe Insulations; Fitting, Valve, and Flange Insulations; Duct and Apparatus Insulations; Hot and Cold Equipment Insulations; Interior Insulation Finishes; Exterior Insulation Finishes

Year Three (Total Hours: 64)

Type	Duration	Topic
Classroom	32.0	Fitting Fabrication
Classroom	32.0	Metal Layout

5. CHEMICAL OPERATOR/NUCLEAR FACILITY SUPERVISOR

Course: **Basic Foundations** - (testing will determine degree to which remediation is required)

Description: Reading, Science, and Math (basic concepts, fractions, decimals, metric system, measurement, scientific notation, ratio and proportion, dimensional analysis, and introductory algebra).

Duration	Taught by	On-the-job training	Targeted audience
120 hours	Sylvan Learning Center	N/A	Impacted employees requiring remediation

Course: **Operator Fundamentals**

Description: General operator tasks, facility systems, cranes and hoists, hazard communications, lockout/tagout, Resource Conservation and Recovery Act (RCRA) hazardous and mixed wastes, compliance and safety training.

Duration	Taught by	On-the-job training	Targeted audience
100 hours	Energy Systems	N/A	Impacted employees

Course: **Math**

Description: Algebra, exponent base, numbering systems, job-related calculus, introductory trigonometry, geometry, graphs, and control charts.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Chemistry**

Description: Fundamentals (atomic structure, symbols, periodic table, molecular weight, concentration, acids and bases, pH, etc.), chemical makeups, chemical terms, chemical safety, and principles of water.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Classical Physics**

Description: Temperature measurement, pressure measurement, periodic motion measurement, flow, volume, mass, weight, density, and mechanical principles (heat, force, friction, acceleration, momentum, pulleys, etc.)

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Basic Nuclear and Atomic Physics**

Description: Atomic structure, nuclear interactions (ionization, radiation and neutron interactions, and radioactive decay), and health (detection and protection).

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Electrical Science**

Description: Electron theory, insulators, magnetism, conductors, AC/DC, electrical measurement, hazards and safety, and circuits.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Instrumentation and Controls**

Description: Terms (temperature, pressure, specific gravity, interface, conductivity), process measurement, and process control.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Basic Blueprint Reading**

Description: Equipment identification, process line identification, and equipment symbols.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Property of Materials**

Description: Introductory and basic materials fundamentals.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Heat Transfer and Fluid Flow**

Description: Basic thermodynamics, properties of fluids, principles of fluid flow.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **On-the-Job Qualification Training**

Description: On-the-job training required to achieve qualification and/or certification to operate independently. Includes performance documentation checklists and other area specific training.

Duration	Taught by	On-the-job training	Targeted audience
130 hours	Area personnel	N/A	Impacted employees

Course: **Supervisory Skills for Nuclear Facility Supervisors**

Description: Human resource and order compliance skills tailored to high and moderate hazard nuclear facility supervisors. All other courses listed in this curriculum are required for both operators and supervisors. This course is tailored to supervisors only.

Duration	Taught by	On-the-job training	Targeted audience
80 hours	Energy Systems	N/A	Impacted employees/ supervisory candidates

6. FISSIONABLE MATERIAL HANDLERS

Course: **Basic Foundations** - (testing will determine degree to which remediation is required)

Description: Reading, Science, and Math (basic concepts, fractions, decimals, metric system, measurement, scientific notation, ratio and proportion, dimensional analysis, and introductory algebra).

Duration	Taught by	On-the-job training	Targeted audience
120 hours	Sylvan Learning Center	N/A	Impacted employees requiring remediation

Course: **Operator Fundamentals**

Description: Respirator usage, hazard communications, lockout/tagout, nuclear criticality safety, hoisting and lifting, RCRA hazardous and mixed wastes, and area-specific general operations.

Duration	Taught by	On-the-job training	Targeted audience
100 hours	Energy Systems	N/A	Impacted employees

Course: **Building-Specific Safety and Compliance**

Description: Building quality assurance plans, criticality safety analyses, emergency preparedness, and other area-related topics.

Duration	Taught by	On-the-job training	Targeted audience
40 hours	Energy Systems	N/A	Impacted employees

Course: **Math**

Description: Algebra, exponent base, numbering systems, and job-related calculus.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Chemistry**

Description: Fundamentals (atomic structure, symbols, periodic table, molecular weight, concentration, acids and bases, pH, etc.), chemical makeups, chemical terms, chemical safety, and principles of water.

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **Basic Nuclear and Atomic Physics**

Description: Atomic structure, nuclear interactions (ionization, radiation and neutron interactions, and radioactive decay), and health (detection and protection).

Duration	Taught by	On-the-job training	Targeted audience
45 hours	Community College	N/A	Impacted employees

Course: **On-the-Job Qualification Training**

Description: On-the-job training required to achieve qualification and/or certification to operate independently.

Duration	Taught by	On-the-job training	Targeted audience
80 hours	Area personnel	N/A	Impacted employees

TRAINING FOR EXTERNAL OPPORTUNITIES

1. JOB TRAINING PARTNERSHIP ACT, TITLE III

2. DEPARTMENT OF DEFENSE GRANTS PROGRAM

3. ENVIRONMENTAL RETRAINING AND INTERNSHIP PROGRAM

***Course*: Chemistry of Hazardous Materials**

Description: Topics include basic chemistry, hydrocarbons, toxins, flammable and combustible liquids, corrosives, oxidizers, compressed gases, and reactives.

Duration	Taught by	Target audience
3 days	OREETA member	All participants

***Course*: Toxicology of Hazardous Materials**

Description: This section will cover the mechanisms by which toxic substances can enter the body and the effects of exposure.

Duration	Taught by	Target audience
2 days	RSCC	All participants

***Course*: Environmental Science**

Description: A course that takes an ecological approach in analyzing the impact of human activities upon natural systems. Attention is given to scientific resource management principles in areas such as forestry, wildlife, soils, and water.

Duration	Taught by	Target audience
6 days	RSCC	All participants

***Course*: Basics of Hydrogeology**

Description: Basic concepts of hydrogeology and site characterization techniques and process.

Duration	**Taught by**	**Target audience**
1 day	Energy Systems	All participants

***Course*: Radiation Protection and Monitoring**

Description: Discussions will cover the toxicological and environmental concerns of dealing with radiological contamination.

Duration	**Taught by**	**Target audience**
2 days	ORISE	All participants

***Course*: Environmental and Occupational Law and Regulations**

Description: Survey of federal and state regulations relating to waste management, occupational health, air and water pollution, environmental management, and radiological safety.

Duration	**Taught by**	**Target audience**
6 days	RSCC	All participants

***Course*: Hazardous Waste Operations and Emergency Response (HAZWOPER)**

Description: 40-hour course designed to meet the requirements of 29 CFR 1910.120(e).

Duration	**Taught by**	**Target audience**
5 days	Union DOE/NIEHS Grantees	All participants

Environmental Management in Track

The list of courses included in the Environmental Management curriculum is based on those identified in the Energy Systems proposal to establish the National Environment Management Academy. Those courses were identified by a group of internal subject matter experts as being the basic entry level knowledge needed by an environmental project manager.

Course: **Environmental Technologies**

Description: This section includes topics on waste minimization, pollution prevention, waste treatment technologies (including physical, chemical, and biological), technology transfer and development (including Cooperative Research and Development Agreements), sampling, analysis, and characterization.

Duration	Taught by	Target audience
4 days	University of Tennessee - Knoxville	Management

Course: **Environmental Project Planning and Management**

Description: Topics will include baseline estimates and schedules, work plans, work breakdown structures, budget requests, the federal budget cycle, change control and change management, strategic planning, cost reporting, program reviews, information and data management, federal acquisition requirements, and record keeping.

Duration	Taught by	Target audience
5 days	Energy Systems	Management

Course: **Risk Management and Communication**

Description: Acquaint professionals with environmental risk analysis: data collection, exposure assessment, toxicity assessment, and risk characterization.

Duration	Taught by	Target audience
3 days	Energy Systems/ORISE	Management

Environmental Support Track

Topics included in this track were based on several published studies and surveys on the basic skills and knowledge required for workers to perform as environmental technicians.

Course: **Environmental Instrumentation**

Description: Provides training in evaluation of hazards present in the industrial and waste management areas.

Duration	Taught by	Target audience
10 days	RSCC	Support

Course: **Environmental Sampling**

Description: Provides training in techniques designed to evaluate contaminants in water, wastewater, sludge, soil, and air.

Duration	Taught by	Target audience
6 days	RSCC	Support

4. POLICE OFFICER CERTIFICATION

Course: **Police Officer Certification**

Duration	Taught by	Target audience
2 weeks (80 hours)	State academy-approved instructors	Impacted employees

Required state courses beyond the CTF Energy Systems Level.

1. Crime Against Persons/Property
2. Line Up
3. Search Warrant
4. Domestic Violence
5. Confessions and Statements
6. Hot Pursuit and Searches
7. DUI
8. Death Investigation
9. Crime Scene Investigation
10. Drugs
11. Fingerprinting
12. Traffic Accident Investigation
13. Precision Driving
14. Traffic Laws
15. Child Abuse
16. Juvenile Law

5. NATIONAL CODE EXAMINATION FOR ELECTRICIANS

Course: **The National Electrical Code**

***Description*:** Electrical code instruction.

Duration	Taught by	Target audience
1 week (40 hours)	National accredited instructor	Impacted electricians

6. SMALL BUSINESS SEMINAR

Course: **Licensing, Technology Transfer, Government Procurement, and SBIR**

Description:

Duration	Taught by	On-the-job training	Targeted audience
1.5 hours	Energy Systems	N/A	Prospective Small Business owners

Course: **Business Organization and Legal Structure**

Description:

Duration	Taught by	On-the-job training	Targeted audience
1.5 hours	TBD	N/A	Prospective Small Business owners

Course: **Marketing**

Description:

Duration	Taught by	On-the-job training	Targeted audience
1.5 hours	TBD	N/A	Prospective Small Business owners

Course: **Financing**

Description:

Duration	Taught by	On-the-job training	Targeted audience
1.5 hours	TBD	N/A	Prospective Small Business owners

Course: **Franchising**

Description:

Duration	Taught by	On-the-job training	Targeted audience
1.5 hours	TBD	N/A	Prospective Small Business owners

Course: **Marketing Research/Analysis**

Description:

Duration	Taught by	On-the-job training	Targeted audience
1.5 hours	TBD	N/A	Prospective Small Business owners

Course: **Record Keeping/Financial Management**

Description:

Duration	Taught by	On-the-job training	Targeted audience
3.5 hours	TBD	N/A	Prospective Small Business owners

STAKEHOLDER INPUT

OAK RIDGE OPERATIONS OFFICE WORK FORCE RESTRUCTURING PLAN SUMMARY OF STAKEHOLDER COMMENTS RESPONSIVE TO THE JUNE 13, 1994, DRAFT

1. The East Tennessee Economic Council (ETEC) would like to include a proposal for retraining in the Work Force Restructuring Plan (WFRP). This program would provide a training subsidy equal to three months of the employee's current salary with a 50 percent match commitment and/or a 6-month guarantee of employment, whichever is greater, from the private employer.

   RESPONSE: This proposal was considered for inclusion in the WFRP on a pilot or trial basis; however, due to the larger than anticipated number of Energy Systems employees who have accepted the Special Retirement Incentive Program, it was determined that including the ETEC proposal is not warranted this year. It may be considered in the future if a need is established.

2. The Environmental Retraining and Internship Program (EnRI) needs to reflect what private industry [through the Oak Ridge Waste Management Association (ORWMA)] can realistically accomplish. The plan needs to clarify that participants in the EnRI program will not continue on Energy Systems payroll during the entire internship.

   RESPONSE: Regional employers (including members of the ORWMA and TVA) have indicated their intention to hire up to 26 interns upon completion of the initial 8 weeks. Efforts to match internships with individuals will continue throughout the work force restructuring process, in order to maximize the placement rate of trainees.

3. What are planning grant assistance funds?

   RESPONSE: The planning grant assistance funding referenced in the Draft Plan is money provided by DOE to the ETEC to assist with the WFR process. (It funds activities such as the area needs analysis, planning of the ET 2000 proposal, area jobs fairs, small business administration training programs, and raising private sector awareness of Oak Ridge technological capabilities.)

4. On Table 5.1, "Worker and Community Transition Requirements Budget Outlay," what is covered under the $300,000 cost for local community impact assistance?

   RESPONSE: See Number 3 above.

5. Pellissippi State Technical Community College would like to provide training to displaced workers.

   RESPONSE: Review is ongoing; it is our intent to partner with community colleges when their capabilities will complement other training resources.

6. Will displaced workers continue on the Energy Systems payroll during training?

   RESPONSE: Yes, displaced workers will remain on the Energy Systems payroll except for EnRI internships; however, this must be evaluated for each program.

7. Editorial changes have been suggested by several stakeholders.

   RESPONSE: These changes will be incorporated into the plan as appropriate.

8. What is a DOE University?

   RESPONSE: The DOE University mentioned in Section 4.4.3.3 is part of a 70-page proposal under review by DOE Headquarters to offer training for DOE and other Federal agencies in the environmental arena. At this time it is **only** a proposal, and its impact on the Oak Ridge/East Tennessee area is unknown.

9. Economic development section of the plan is too Oak Ridge-oriented; what about Knoxville's relationship?

   RESPONSE: The Plan has been revised to reflect the impact of economic development on the East Tennessee region. In addition, ETEC has recently added Knox and Loudon counties to its board of directors to further broaden representation from the region.

10. How long will businesses and law students provide guidance to new business owners?

    RESPONSE: The Small Business Seminar program's details are still being worked out; current plans are to offer the program in early Fall.

11. What are the criteria for educational assistance?

    RESPONSE: The final draft WFRP has been revised to clarify eligibility for the continuing Educational Assistance Program (see Section 4.5 of the Plan).

12. Outside contractor references should be eliminated or watered down.

RESPONSE: Comment is noted; however, it is appropriate to recognize that a variety of contractor arrangements will continue to be used in getting work done as part of the Department's Contract Reform Initiatives. We recognize that sometimes competing objectives must be worked out to minimize adverse impacts on workers.

13. Suggestion to delete number of people receiving jobs in the Police Officer Certification Program (in the "Update" section of the plan).

RESPONSE: Section 6, "Update/Measuring Results," has been deleted in the Final Draft and a separate Update Report of the results under ORO's 1993 WFRP will be issued at a future date.

14. Why is the 225 person reduction being tied to K-25 instead of ERWM?

RESPONSE: The WFRP reflects the official announcement of reductions at Oak Ridge Operations facilities managed by Energy Systems. ERWM-funded jobs are located at all three sites, of which 225 are at K-25.

15. A newspaper article reflected the saving of 700 jobs. Why has this impact not been factored in?

RESPONSE: The article referred to jobs that would be "saved" as a result of recent Congressional action that transferred additional funding to Y-12 for stockpile support activities in FY 1995; the actual number of jobs we were able to retain is 250-300, and the final draft of the plan factors this in.

16. On the executive summary chart, is this cost to DOE only or total cost?

RESPONSE: This is DOE cost only. This does not include other potential funding through JTPA or other sources.

17. Where are the costs of the Pension Enhancement options?

RESPONSE: The Final Draft Plan has been updated to reflect the actual number of early retirees and projected costs.

18. Why are HAZWRAP, Paducah, and Portsmouth missing in the plan?

RESPONSE: The downsizing covered by the plan is taking place at Energy Systems' Oak Ridge sites. The Hazardous Waste Remedial Actions Program (HAZWRAP) has been counted as a part of ERWM's program impact. Separate work force restructuring plans will be developed to cover downsizing at Paducah or Portsmouth, when necessary.

19. Page 1-5, Item 10, reads, "offer health benefits for displaced workers." What about insurance benefits?

RESPONSE: This information describing this program is found in Section 4.8 of the Draft Plan dated June 13, 1994.

20. Will job reductions only occur in the areas of ERWM?

RESPONSE: No, job reductions will occur in several programs at all three Oak Ridge sites as indicated in previous announcements and as described in the Final Draft Plan.

21. How is the skill mix addressed in the Early Retirement Incentive Program?

RESPONSE: The skill mix is being addressed through retraining programs; efforts will be made to retain essential capabilities by retraining and reassigning impacted employees to the maximum extent possible.

22. What about procurement training? Program management?

RESPONSE: The training programs included in the Final Draft Plan resulted from internal and external needs analyses and our projections of where job opportunities will most likely exist, as well as the feasibility of conducting the training with available resources.

23. Why does Educational Assistance not apply to those persons accepting voluntary terminations?

RESPONSE: The Continuing Educational Assistance Program (see Section 4.5 in the Final Draft Plan) was designed to assist displaced former Energy System's employees, not individuals who voluntarily terminate. (See also comment Number 11)

24. Budget estimates on page 5-1 of the June 13, 1994, draft do not show reductions for 1995 or 1996. Why?

RESPONSE: Correct. At the present time, the necessity for future employment reductions is not known.

25. Why aren't fringe benefits and division level overheads shown on the retirement incentives line on the budget chart on page 5-1 of the June 13, 1994, draft?

RESPONSE: Fringe benefits and overhead have already been factored into the two categories of retirement incentives and severance pay.

26. In the introduction, it states $20M went to the Oak Ridge Centers for Manufacturing Technology and the Manufacturing Skills Campus, and that it will result in the retention of 300 employees at the Y-12 Plant. The latest estimates show 170 direct Y-12 employees. Are there 130 other Energy Systems employees who will be retained by this funding?

RESPONSE: $20M for the Centers for Manufacturing Technology/ Manufacturing Skills Campus results in the retention of approximately 200 Energy Systems jobs. The Final Draft Plan has been revised to clarify this. The 300 employees referred to in the June 13, 1994, Draft Plan included other jobs related to Technology Transfer and Work For Others activities.

27. Has anyone mentioned incorporating the possibility of retaining some workers for potential Work for Others (WFO) funding that will adjust the WFRP to accommodate a potential second round of reductions in the January 1995?

RESPONSE: The Final Draft Plan has been revised to indicate that if anticipated WFO and Technology Transfer funding is not forthcoming, additional layoffs may be necessary in FY 1995.

28. In the Executive Summary, do we need to mention Central Corporate in the second paragraph when addressing the facilities with eliminated positions?

RESPONSE: No, it is covered as a footnote on the budget chart on page 1-3 of the June 13, 1993, draft plan.

29. Funding Requirement Table–can we add a footnote that explains that this table reflects projected costs and that full funding of $35,179,100 is required in FY 1994?

RESPONSE: The Final Draft Plan has been revised to show funding requirements from the work force restructuring funds (in support of defense program impacts) and from other programs (i.e., non-work force restructuring sources). See Section 5 of the Final Draft Plan.

30. In Section 3.3, "Centers for Manufacturing Technology/Manufacturing Skills Campus, page 3-2:" Hasn't the $20M for this effort been received in the June 1994 approved funding program.

RESPONSE: Yes; the Final Draft Plan has been revised to reflect the additional funding.

31. A concern was expressed that the ORO Draft WFRP excludes construction workers from the transition benefits and protection provided to other workers.

RESPONSE: Secttion 1 has been revised to recognize these concerns and to indicate ORO's intent that if eligible construction workers are identified as affected by work force restructuring, they will be given hiring preference and other transition assistance, within available funds, consistent with Section 3161 of the Defense Authorization Act and revised DOE Headquarters Guidelines. However, up to this point, no construction worker impacts attributable to this WFRP have been identified.

32. Do you have any information regarding how many jobs have been created through technology transfer?

RESPONSE: While this is a difficult thing to measure accurately, it is estimated that at least eight to ten companies, employing 300 to 400 people have been developed in the past few years in association with technology transfer initiatives at ORO. Several times that number of jobs have been similarly created over the past ten years.

33. The estimated Retirement Incentive described in your Draft Plan, we feel, is not adequate.

RESPONSE: A modified program was approved by DOE after MMES proposed the early retirement incentive. We tried to make it as attractive as possible, so that people would take it, but not too attractive that we lose too many people. There are laws controlling pension plans, and we cannot arbitrarily exclude certain individuals. We had to keep in mind the relative amount of money and the cost of the entire restructuring plan.

There is a table in the WFRP relative to costs of the Special Retirement Incentive Plan. These dollars cover only the lump-sum payments, as the pension benefit enhancements will be paid from funds already available in the Energy Systems pension fund, not the WFRP.

34. I understand the Environmental Retraining Program has been opened up to people retiring. Isn't this a contradiction to open it up to retirees?

RESPONSE: After careful consideration, it has been determined that the Environmental Retraining Program will have to be planned at a smaller level than originally conceived (i.e., up to 10 participants vs up to 60). This was governed by funding considerations in combination with our current assessment of the probable number of impacted workers who might apply. Clearly, first consideration will be given to impacted workers. It is unlikely that individuals who took voluntary early retirement would be considered for this retraining program.

35. Regarding the group that worked on the 3161 guidelines for DOE in Washington, I understand that group has been released. Do you know the reason for their release?

RESPONSE: The arrangement with Restructuring Associates, Inc. (RAI), was with DOE Headquarters. Headquarters will provide guidance to the field offices in the near future on the labor policy issues that RAI was assessing. Contract Reform provides other recommendations as programs are changing. They are looking at how to implement contract reform and 3161 objectives; we expect more guidance on that issue.

36. Further clarification is needed and/or answers to certain items, as they would or would not relate to the construction sector.

RESPONSE: See comment Number 31.

37. In the introduction to the plan draft, pages 1-4, your assessment indicates no anticipated impacts on construction sector employees of either MK-Ferguson and/or its subcontractors relative to work force restructuring or employment reduction of Energy Systems employees. Is this assessment based only on FY 1994 and/or FY 1995 assessments, and if so, when can further assessments be expected to ascertain impacts beyond these periods?

RESPONSE: It is based only on FY 1994/1995 assessments; at the present time, the necessity for future employment reductions beyond FY 1995 is unknown. See also response to Number 31.

38. Under Community and Stakeholder Involvement, it is conceivable that the Knoxville Building and Construction Trade Council (KBTC) could be of benefit in the interaction of the Adjustment Assistance Coordinating Council (AACC) by outlining and defining networking capabilities for future employment opportunities through the collective bargaining process. Through what channels could the KBTC seek involvement on this council?

RESPONSE: All impacted organizations, including labor unions, are invited to participate in the AACC to assist with WFR planning. If employment reductions impacting KBTC represented employees are identified, KBTC will be encouraged to actively participate in the AACC. In the meantime, any assistance KBTC can provide through networking, etc., to help displaced workers find employment opportunities will be appreciated. The KBTC may contact the Energy Systems Career Center for that purpose.

39. Under Economic Development Initiatives, Section 3.4.2, "New Business Development," a new business development initiative is defined. Has the development of construction-oriented businesses been entertained, as included, in this initiative, given the fact that craft-related positions are clearly impacted in work force restructuring?

RESPONSE: The New Business Development Initiative will be broadly based and could include construction-oriented businesses. The ETEC may be contacted to further discuss this initiative.

40. There are several training initiatives to address Environmental and craft-skills training needs as described. In regard to Environmental training needs, you are aware that several Building Trades International Unions are grantees, with the DOE, to provide health and safety training to enhance skills and knowledge needed to perform work within today's environmental laws. The plan should recognize these training programs as a source to meet these needs.

RESPONSE: Current plans for conducting Safety Training in the EnRI program are to utilize the National Institute of Environmental Health Services (NIEHS) union grantees including local affiliates.

41. In Section 4.4.2.4, "Maintenance Craft Apprenticeship Program," it would be advisable to include KBTC as a part of the Labor-Management team initiatives, based on the fact that the establishment of many of the apprentice programs referenced in FY 1992 were only made possible through cooperations and interface of existing building trades joint apprenticeship programs.

RESPONSE: As currently planned, the "Maintenance Craft Apprentice Program" described in Section 4.4.2.4 would involve Energy Systems and its unions; the appropriate unions will be involved in other future apprentice programs if a need is identified.

42. In the EnRI program, it eludes to two tracks including environmental management and environmental support. Specifically, no definite outline of field activities is provided. Would you try to elaborate further, regarding the referenced field activities, to allow us to better ascertain how we may benefit the Department and/or other outside contractors selected to address these activities?

RESPONSE: Field activities provide an enhancement to classroom curricula. Under the oversight of ERWM project managers, some observation of demonstrations technology innovations and simulated environmental restoration activities will occur. Other field exercises include soil sampling, air monitoring, and waste handling. Practical experience in techniques designed to evaluate contaminants in water, wastewater, sludge, soil, and air will occur. Internships provide on-the-job opportunities for participants to provide real-work experiences by utilizing classroom and field activities experiences.

43. Consideration should be given to allow some or all of the International Unions to interface with the Oak Ridge Environmental Education Training Alliance (OREETA) and in the process provide input toward raising the competency of the Oak Ridge work force in environmental restoration and waste management fields.

RESPONSE: Labor organizations are encouraged to contact OREETA directly and provide input in areas of joint interest.

44. The plan does not describe itself as building on the planning and experience of the previous plan. More reference to the previous plan's content and execution should be made throughout to show this is a continuation of a restructuring process.

RESPONSE: The Final Draft Plan has been modified in several places to address these comments.

45. All of the benefits to be provided should be discussed in the plan and the cost of these benefits estimated and justified.

The 3 plus 3 early retirement incentive should be described in the plan and the number of people expected to take the incentive should be estimated and the estimated cost included in the budget. The additional incentive for early retirees and those currently eligible to retiree should also be described.

RESPONSE: The Final Draft Plan has been modified in several places to address these comments.

46. Are there any voluntary separations expected other than early retirees?

RESPONSE: Yes, there will be a certain number of voluntary resignations during the WFR process through normal attrition.

47. What do those involuntarily separated receive?

RESPONSE: Severance pay and other separation benefits to which entitled; in addition, all involuntarily separated employees will receive the other benefits and assistance described in the WFRP for which they are eligible.

48. The reduction of 1,400 jobs should be put in perspective so that the reader can judge its impact on the Oak Ridge Facilities and the community. What is the current and historical employment been at Oak Ridge? What is the total employment in the community and what part is the Oak Ridge Facilities?

RESPONSE: The Final Draft Plan has been modified in Section 1 to add this information.

49. The listing of partial funding and funding requests for the economic development initiatives is confusing. Total funding received and estimated to be needed in the future should be shown for the various initiatives.

RESPONSE: Section 3 of the Final Draft Plan has been modified for clarification.

50. The basis of the retention of personnel with essential skills is described as "current missions." Shouldn't it also include <u>future</u> missions at K-25, ORNL, and Y-12?

RESPONSE: Section 4.1 of the Final Draft Plan has been modified to include this suggestion.

51. The last sentence before subsection 4.4. should be moved to the end of Section 4.41.

RESPONSE: This change has been made in the Final Draft Plan.

52. It would appear that some of the retraining programs described are actually backfill training to replace critically skilled employees lost by voluntary separation.

The plan should make it clear that these are additional costs generated by the voluntary separation program, and not retraining of displaced workers.

RESPONSE: The Final Draft Plan has been modified in Section 4 to address this concern.

53. A large part of the 1993 and 1994 plans address training. The training program in 1993 continues in 1994. However, results from courses like the Police Officer Certification and the National Electric Code Examination appears to indicate that these programs provide little "bang for the bucks" (high cost, few graduates). Is there a cost-effectiveness assessment of these programs?

RESPONSE: This will be addressed in our Update Report of the 1993 WFRP to be issued separately, per guidance from DOE Headquarters.

54. (See Section 4.4.1) This paragraph discusses the expected results of the needs analysis, but also indicates that the analysis has already been conducted. What is the status? Also, which Department of Employment Security and Department of Labor assisted with the analysis.

RESPONSE: Section 4.4.1 of the Final Draft Plan has been modified to clarify and describe the needs analyses that have been completed.

55. Sections 4.4.2 through 4.4.3.7 are far too detailed for the body of the plan. This detail should go in an appendix.

RESPONSE: After considering this comment, it was concluded that although the Final Draft Plan contains additional detailed descriptions of the training programs in an appendix, it is important to keep a summary description of these programs in the body of the plan.

56. (See Section 4.4.2.4) Reference to Energy Systems should be deleted. Oak Ridge has been successful and has a proven record.

RESPONSE: We agree and this comment has been incorporated in the Final Draft Plan.

57. (See Section 4.4.3.3) First sentence under "Basic Industrial Technician Training" is not a complete sentence.

RESPONSE: The comment is correct; however, in reassessing training needs the Basic Industrial Technician Training Program has been dropped from the Final Draft Plan.

58. (See Section 4.6.4) As written, this section is confusing. It reads as if relocation assistance may be available only to those with critical skills and then it says other employees may be provided up to $5,000.

RESPONSE: Section 4.6.4 has been revised to clarify this section of the Final Draft Plan.

59. (See Section 4.8) The phrase OR AVAILABLE UNDER A SPOUSE'S COMPANY'S MEDICAL PLAN needs to be added to eligibility. The rate for the third and out years is the same. The preferred language for the third and subsequent years is the employee pays the full COBRA rate.

RESPONSE: Section 4.8 has been revised to add the suggested phrase; however, the Final Draft Plan reflects our understanding of the appropriate rates for the third and subsequent years.

60. (See Section 5.) All additional costs to the pension plan for retirement incentives must be identified in the budget, irrespective of the source of funds to cover the costs.

The budget should be based on an estimate of the numbers of workers expected to take each of the benefits or the actual number where available. The text on benefits should identify and explain different participation rates from last year's plan.

RESPONSE: Section 5, "Budget Estimates," has been revised to identify all projected costs associated with the Early Retirement Incentive including the portion attributable to Defense and Non-Defense Programs as well as the portion to be paid as lump sum amounts (from either work force restructuring funds, or Non-DP program budgets), and the portion to be paid from the MMES Pension Fund as enhanced retirement benefits over the lives of the retirees and their surviving beneficiaries.

The Final Draft Plan has been further modified to show the most current actual or anticipated participants in each program and the revised cost estimates as appropriate.

61. $600K is requested for local community impact assistance. Please explain how this will be used.

Can any of the estimated budget be funded from uncosted funds made available for the 1993 plan?

RESPONSE: The local community impact assistance is planned at a level of $300K in FY 1994 and FY 1995 and will be added to the East Tennessee Economic Council grant to assist with the WFR process. All of the funds East Tennessee Economic Council received in 1993 ($150K) will be committed by September 30, 1994.

62. (See Table 5.2) The budget includes almost $8M for "Supplemental" Training, yet the term is not used elsewhere in the plan except in the executive summary. But aside from that, the breakdown of the $8M provided does not really justify the sum. How many trainee salaries are estimated to be paid and why? How much of these funds are for training those for internal placement and how much for outplacement? An estimate of the cost of each course would also be desirable.

The table indicates that nearly one tutor is needed for every student since the staff and administrative costs are higher than the salaries of the students. Please explain why the staff and administrative, course development, and delivery costs are so high. Are any of the staff/administrative cost of $3.3M part of the Manufacturing Skills Campus staff and administrative costs?

RESPONSE: Table 5.2 has been revised and significantly expanded in the 1994 Final Draft Plan.

63. The update section of your draft plan is not complete.

RESPONSE: Based on DOE Headquarters guidance received during a conference call on July 21, 1994, the update of the 1993 WFRP will be issued as a separate report.

MEDIA ADVISORY DATED JULY 29, 1994, ANNOUNCING REDUCTION IN FORCE NOTIFICATIONS

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FOR IMMEDIATE RELEASE

Media Advisory

OAK RIDGE, Tennessee, July 29, 1994—101 Martin Marietta Energy Systems employees have received layoff notices today as part of downsizing at all three Oak Ridge facilities.

The breakdown by facility is 68 at the Oak Ridge Y-12 Plant, 26 at the Oak Ridge K-25 Site and 7 at Oak Ridge National Laboratory.

The downsizing at Oak Ridge facilities arises from declining budgets, shifts in programmatic emphasis and efforts to improve management efficiencies in environmental restoration and waste management programs. The majority of the position reductions will be completed by the end of September when the 1994 fiscal year ends and programmatic changes must be complete for compliance with fiscal year 1995 budget, and the remaining reductions will be completed by December 31.

Since the May announcement of from 1,100 to 1,400 job reductions at DOE facilities in Oak Ridge, Martin Marietta Energy Systems has completed a special retirement incentive program in which a total of 1,382 employees elected to participate. That strong response to the retirement program has been responsible for fewer layoff notices being distributed.

Martin Marietta Energy Systems managers continue efforts to decrease the numbers of affected employees. Those efforts will include placement activities to fill openings throughout the Oak Ridge facilities internally whenever possible. Employees also may take advantage of external job search opportunities available through the Martin Marietta Energy Systems Career Center.

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The Career Center has been in operation since May to assist employees with job search efforts encompassing opportunities in their fields of expertise both nearby and throughout the nation. Career Center personnel prepare resumes and cover letters; conduct skill, interest and aptitude assessments; and provide other services designed to streamline job search efforts for interested employees at all three sites.

"After the special retirement incentive program was completed on July 18, management teams in all organizations worked tirelessly to assess the impact of the large number of retirements on the downsizing and potential for layoffs," said Mack Wilson, Martin Marietta Energy Systems Vice President for Human Resources. "We have begun assessing the openings created through the special retirement incentive and will be offering first consideration to personnel already working at Oak Ridge facilities."

Martin Marietta Energy Systems manages three Oak Ridge facilities for the U.S. Department of Energy—the Oak Ridge Y-12 Plant, the Oak Ridge K-25 Site and Oak Ridge National Laboratory.

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